

Eau Claire Transit Transit Development Plan and Long Range Plan Element Final Report

U R B I T R A N **R** E P O R T



Submitted to

City of Eau Claire, WI

Submitted by

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In association with

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Chapter One – Community Characteristics	1
1.1 Study Area Description	1
1.2 Demographic Characteristics	1
1.2.1 Population and Population Density	1
1.2.2 Income	2
1.2.3 Senior and Youth Populations	3
1.3 Major Trip Generators	5
1.3.1 Employment Centers	5
1.3.2 Shopping and Retail Centers	8
1.3.3 Hospitals & Major Clinics	10
1.3.4 Schools and Training Centers	10
1.4 Neighboring Communities	11
1.5 Summary	13
Chapter Two - Eau Claire Transit Services	15
2.1 Fixed Route Service Description	15
2.2 Days and Hours of Operation	17
2.3 Service Frequency	17
2.4 Route Length/Scheduled Running Times	17
2.5 Transfer Policies and Locations	19
2.6 Fare Structure	19
2.7 Organizational Structure	20
2.8 Financial and Operating Data	22
2.8.1 System Expenses/Revenues/Net Cost	22
2.8.2 Revenue By Source	22
2.8.3 Annual System Miles and Hours	23
2.9 System Trends	24
2.9.1 Financial Trends	24
2.10 Capital Program	28
2.10.1 Vehicle Fleet and Facility Inventory	28
2.10.2 Bus Shelters and Signage	29
2.11 Demand Responsive Service	30
Chapter Three – Public Participation	32
3.1 Drop-In Sessions	32
3.1.1 Downtown Transfer Center	32
3.1.2 Davies Center – UWEC	34
3.2 Public Meeting	35
3.3 Stakeholder Interviews	36
3.3.1 Attitudes and Perceptions	37
3.3.2 Recommended Service Improvements	38
3.3.3 Looking to the Future	38
3.4 Driver Meetings	39
3.5 Additional Community Input	40

3.6	Summary	41
Chapter Four – Current Route Activity		42
4.1	System-Wide Activity	42
4.1.1	Ridership Activity by Time of Day	42
4.1.2	Transfer Activity	43
4.1.3	On-Time Performance	44
4.2	Route-Level Activity	44
4.2.1	Route 1 Margaret Malls	45
4.2.2	Route 2 Mt. Washington	46
4.2.3	Route 2 Delong	48
4.2.4	Route 3 North High	49
4.2.5	Route 4 Locust Lane	50
4.2.6	Route 3/4 Evening North High Locust Lane Combination	52
4.2.7	Route 5 Rudolph Road	53
4.2.8	Route 5 West MacArthur	54
4.2.9	Route 6 Putnam Heights Malls	55
4.2.10	Route 7 West Clairemont	56
4.2.11	Route 7 Altoona	57
4.2.12	Route 8 Folsom & Vine	58
4.2.13	Route 8 Memorial	59
4.2.14	Route 9 Weekday University	60
4.2.15	Route 9 Evening University	62
4.2.16	Route 10 Alpine	63
4.2.17	Route 11 South Loop	64
Chapter Five - Peer Review and Trend Analysis		66
5.1	National Peer Review	66
5.2	Wisconsin Peer Review & Trend Analysis	67
5.2.1	Wisconsin Peer Review	67
5.2.2	Wisconsin Trend Analysis	69
Chapter Six – Service Standards, Evaluation and Diagnostics		70
6.1	Service Goals, Objectives, and Standards	70
6.2	Service Coverage and Congruency	72
6.2.1	Service Coverage	72
6.2.2	Congruency	75
6.3	System Ridership	76
6.3.1	Ridership by Route	76
6.3.2	Ridership by Time of Day	78
6.4	Diagnostic Indicators	78
6.4.1	Passengers per Revenue Hour	79
6.4.2	Passengers per Revenue Mile	81
6.4.3	Cost Per Passenger	83
6.5	Ordinal Rankings	86
6.6	Route Level Analysis	88
6.6.1	Route 1 Margaret Malls	89
6.6.2	Route 2 Mt. Washington Delong	90
6.6.3	Route 3 North High	91

6.6.4	Route 4 Locust Lane.....	92
6.6.5	Route 3 4 Evening North High Locust Lane Combination.....	93
6.6.6	Route 5 Rudolph Road West MacArthur.....	94
6.6.7	Route 6 Putnam Heights Malls	95
6.6.8	Route 7 West Clairemont Altoona.....	96
6.6.9	Route 8 Folsom & Vine.....	97
6.6.10	Route 9 University	98
6.6.11	Route 10 Alpine	99
6.6.12	Route 11 South Loop.....	100
Chapter Seven – Service Recommendations		102
7.1	Issues and Opportunities	102
7.2	Recommended Service Changes	102
7.2.1	Short-term Service Plan.....	103
7.2.2	Mid-term Service Plan.....	124
7.2.3	Long-term Service Plan	129
Chapter Eight – Implementation Plans.....		133
8.1	Service Plan	133
8.2	Capital Plan.....	134
8.2.1	Vehicle Needs.....	134
8.2.2	Bus Stop Improvements.....	135
8.2.3	Facility Enhancements.....	135
8.2.4	Capital Plan.....	136
8.3	Financial Plan.....	137
Appendix -		140
Ridership Activity Charts by Stop.....		140

List of Figures

Figure 1-1 Population Density.....	2
Figure 1-2 Income Distribution.....	3
Figure 1-3 Youth Population Density.....	5
Figure 1-4 Senior Population Density.....	6
Figure 1-5 Location of Major Employment Centers.....	8
Figure 1-6 Location of Major Retail and Shopping Centers.....	9
Figure 1-7 Location of Hospitals and Major Clinics.....	10
Figure 1-8 Location of Schools and Training Centers.....	11
Figure 1-9 Summary of Existing Transit Demand and Major Trip Generators.....	14
Figure 2-1 ECT Transit Fixed-Route Bus Network.....	16
Figure 2-2 ECT Organization Chart.....	21
Figure 2-3 ECT Revenue Sources, 2002.....	23
Figure 2-4 ECT Financial Trends, 1998 –2002.....	26
Figure 2-5 ECT Annual Unlinked Trips, 1998 – 2002.....	27
Figure 2-6 ECT Annual Vehicle Revenue Hours, 1998 – 2002.....	27
Figure 2-7 ECT Annual Vehicle Revenue Miles, 1997 – 2002.....	28
Figure 4-1 System-Wide Daily Boardings by Hour.....	43
Figure 6-1 Daytime Service Coverage & Congruency.....	73
Figure 6-2 Evening Service Coverage & Congruency.....	74
Figure 6-3 Saturday Service Coverage & Congruency.....	75
Figure 6-4 Annual Weekday Ridership, by Route.....	76
Figure 6-5 Annual Evening Ridership, by Route.....	77
Figure 6-6 Annual Saturday Ridership, by Route.....	78
Figure 6-7 Weekday Passengers per Revenue Hour, by Route.....	79
Figure 6-8 Evening Passengers per Revenue Hour, by Route.....	80
Figure 6-9 Saturday Passengers per Revenue Hour, by Route.....	80
Figure 6-10 Weekday Passengers per Mile, by Route.....	81
Figure 6-11 Evening Passengers Per Mile, by Route.....	82
Figure 6-12 Saturday Passengers per Mile, by Route.....	83
Figure 6-13 Weekday Cost per Passenger, by Route.....	84
Figure 6-14 Evening Cost per Passenger, by Route.....	85
Figure 6-15 Saturday Cost per Passenger, by Route.....	86
Figure 7-1 Proposed Route 10 Alignment.....	105
Figure 7-2 Proposed Route 11 Alignment.....	106
Figure 7-3 Proposed Night Service.....	108
Figure 7-4 Proposed Route 4 Alignment.....	110
Figure 7-5 Proposed Weekday Service.....	111
Figure 7-6 Proposed Route 3/4 for Saturday Service.....	113
Figure 7-7 Proposed Route 9 Saturday Alignment.....	115
Figure 7-8 Proposed Saturday Service.....	116
Figure 7-9 ECT Route Network and Future Trip Generators.....	125
Figure 7-10 Proposed Transit Network for Sunday Service.....	128
Figure 7-11 Proposed Alignment for Service to Lake Hallie/Chippewa Falls.....	130

List of Tables

Table 1-1 Major Employers in Eau Claire.....	7
Table 1-2 Neighboring Communities' Population Trends	12
Table 1-3 Neighboring Communities' Median Household Income	12
Table 2-1 ECT Bus Route Numbers and Destinations	15
Table 2-2 ECT Span of Service.....	17
Table 2-3 ECT Service Frequencies.....	18
Table 2-4 ECT Route Lengths & Run Times	19
Table 2-5 ECT Transit Fare by Category	20
Table 2-6 ECT Expenses, 2002	22
Table 2-7 ECT Transit Revenue, 2002.....	22
Table 2-8 ECT Operations Data, 2002	23
Table 2-9 ECT Operating Data by Route, 2002.....	24
Table 2-10 ECT Transit Expense and Revenue Trends, 1998 – 2002.....	25
Table 2-11 ECT Operating Statistics Trends, 1998 – 2002.....	26
Table 2-12 ECT Current Active Fleet	28
Table 2-13 ECT Bus Shelter Locations.....	29
Table 2-14 ECT Bus Stop Sign Locations	29
Table 2-15 ECT Paratransit Operating Statistics Trends, 1999 - 2002	31
Table 3-1 Stakeholders Interviewed.....	36
Table 4-1 Transfer Matrix	44
Table 4-2 Boardings by Route, Boarding & Alighting Survey	44
Table 5-1 System Characteristics, National Peer Group	66
Table 5-2 Financial and Operating Effectiveness, National Peer Group.....	67
Table 5-3 System Characteristics, WI Peer Group.....	68
Table 5-4 Financial and Operating Effectiveness, WI Peer Group	68
Table 5-5 Trend Analysis of System Characteristics, WI Peers.....	69
Table 5-6 Trend Analyses of Performance Indicators, WI Peers	69
Table 6-1 Ranking of Weekday Routes.....	87
Table 6-2 Ranking of Weeknight Routes	87
Table 6-3 Ranking of Saturday Routes	88
Table 6-4 Route 1 Profile	89
Table 6-5 Route 2 Profile	90
Table 6-6 Route 3 Profile	91
Table 6-7 Route 4 Profile	92
Table 6-8 Route 3 4 Profile	93
Table 6-9 Route 5 Profile	94
Table 6-10 Route 6 Profile	95
Table 6-11 Route 7 Profile	96
Table 6-12 Route 8 Profile	97
Table 6-13 Route 9 Profile	98
Table 6-14 Route 10 Profile	99
Table 6-15 Route 11 Profile	100

List of Tables (continued)

Table 7-1 Additional Shelter Locations	119
Table 7-2 Bus Stop Placement Standards.....	121
Table 7-3 Comparative Analysis of Bus Stop Locations	121
Table 7-4 Bus Stop Phasing Plan	123
Table 7-5 Summary of Short-term Recommendations.....	123
Table 7-6 Proposed Fare Structure	126
Table 7-7 Conceptual Service Levels for Service Expansion to Lake Hallie/Chippewa Falls....	131
 Table 8-1 Summary of Service Recommendations	 133
Table 8-2 ECT Capital Plan	136
Table 8-3 Financial Plan.....	139

Chapter One – Community Characteristics

Before analyzing a transit system, it is vital to gain a thorough understanding of the study area. As a means of defining the study area and developing an understanding of transit needs within Eau Claire, this chapter presents an evaluation of the region's geographic, economic and residential characteristics.

1.1 Study Area Description

The City of Eau Claire is located in West Central Wisconsin, approximately 100 miles east of Minneapolis, Minnesota. Eau Claire grew rapidly in the mid-19th century, fueled by a burgeoning logging industry and plentiful natural resources. Supporting industries, including large meat and dairy sectors, also flourished during this period. Although the logging industry soon exhausted itself, the agricultural and industrial sectors supporting it continued to thrive as settlers immigrated to the Chippewa Valley in growing numbers.

Today, Eau Claire's historic past is a strong part of the area's local character, but universities and high-tech businesses have taken the place of sawmills and dairy farms. The Eau Claire area is now home to several business parks and industrial centers, including the offices of Hutchinson Technology, Nestle USA, Phillips Plastics, and PDM steel manufacturing.

Eau Claire is also home to three centers of higher education, including the University of Wisconsin - Eau Claire (UWEC), Chippewa Valley Technical College (CVTC), and Immanuel Lutheran College. UWEC is a large state school that draws a significant number of students to the City and maintains a strong relationship with Eau Claire Transit (ECT). Each year, UWEC purchases transit service from ECT to allow all UWEC staff, faculty and students to ride ECT buses at no charge. UWEC students pay an activity fee as part of their registration fees that goes towards paying for ECT transit service. Approximately 250,000 UWEC trips were made on ECT buses in FY 2001.

1.2 Demographic Characteristics

This section profiles the demographic and socioeconomic characteristics of the City of Eau Claire. Several variables were examined, including population density, income, patterns of growth, and the location and concentration of transit-dependent populations. The location of major employment, retail, and social service centers were also identified. All of these variables have been shown to influence transit ridership. All data used in the creation of the following were derived from the 2000 Census of Population and Housing, examined at the block level, and data provided by the West Central Wisconsin Regional Planning Commission (WCWRPC).

1.2.1 Population and Population Density

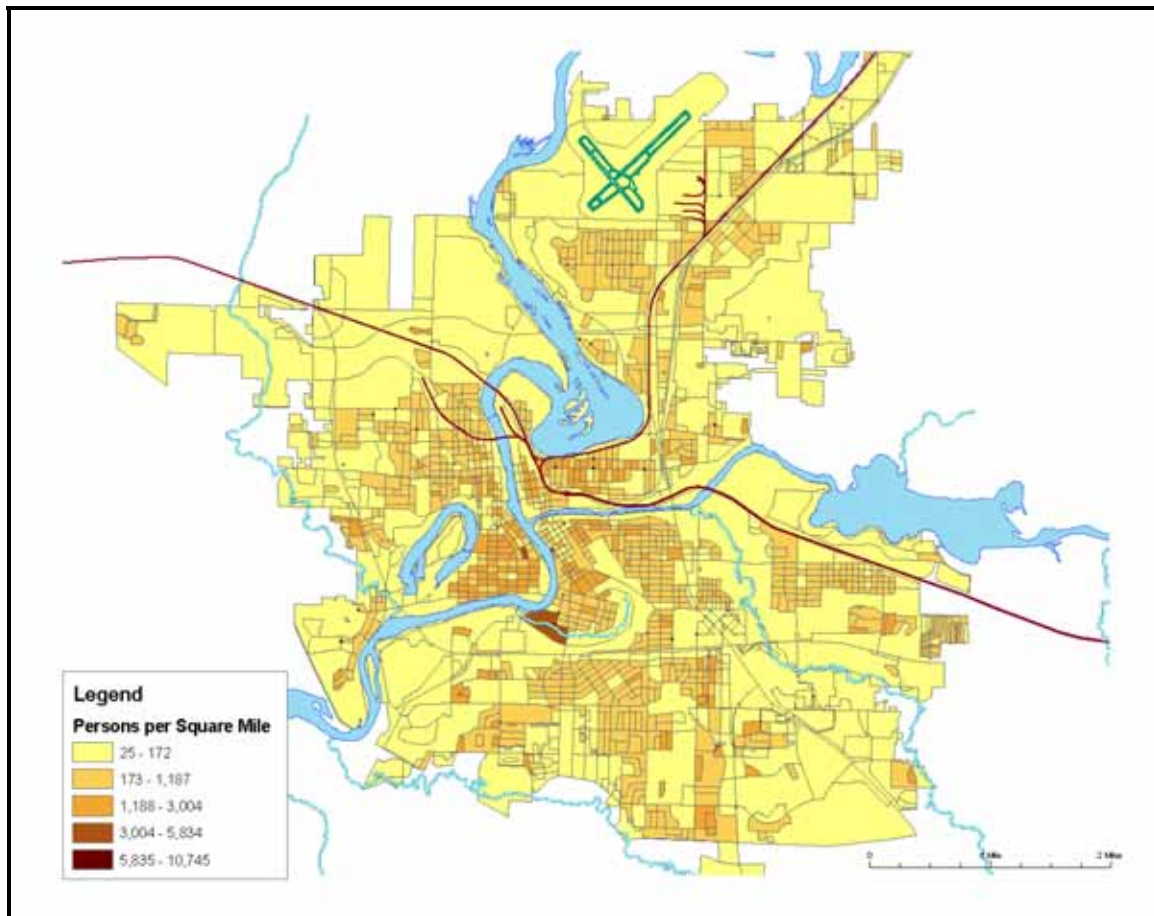
Eau Claire has been growing at a steady, moderate pace. Between 1990 and 2002, the city experienced an 8.6% increase in its population, from 56,806 residents in 1990 to 63,214 residents in 2002. Eau Claire County grew at a rate of 9.3% while the statewide average rate of population growth was 9.6%. In terms of percent population growth, much of the area's growth between 1990 and 2000 occurred in the neighboring City of Altoona (13.7%). However, the City of Eau Claire experienced the largest absolute population increase in the county.

Population density, or population per square mile, is one of the key indicators of transit potential. Figure 1-1 illustrates the population density as of the year 2000 for the City of Eau Claire. The areas of highest population density are around downtown, specifically at the confluence of the Eau

Claire and Chippewa rivers, east of Half Moon Lake, and in between the Eau Claire River and Dells Pond. The highest concentration of people in Eau Claire is on and around the UWEC campus, south of Jim Creek and along Clairemont Avenue. These areas represent the highest transit potential in the City of Eau Claire.

As is to be expected, population density declines towards the periphery of the city, where low-density, single-family homes predominate. The average population density of Eau Claire is 1920 persons per square mile.

Figure 1-1 Population Density



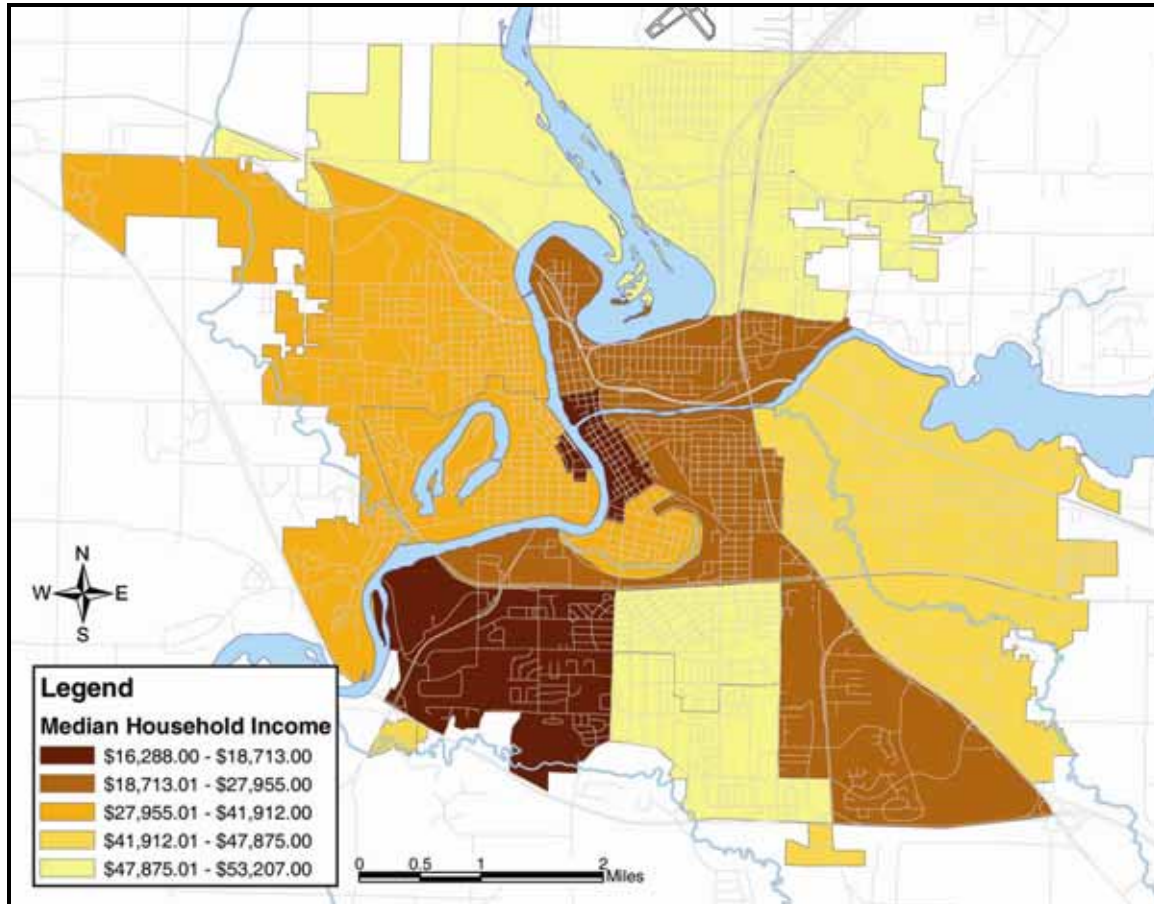
1.2.2 Income

Income levels also serve as a useful indicator of potential transit use. Households with lower incomes tend to have less ability to provide reliable transportation for all members of the household using the private automobile. According to the 2000 Census, the median household income for the City of Eau Claire was \$36,999. This is well below the statewide household median income of \$43,791.

Figure 1-2 displays the income distribution in Eau Claire. Most of the higher income neighborhoods are located in the northern half of Eau Claire, north of Birch Street, where the median household income is \$50,000 or higher. There is another concentration of wealth south of UWEC, around Hamilton Avenue and State Street. In general, the lowest median income

households are found downtown, to the southeast along US 53, and to the west of Stein Boulevard. Based on these observations, it is likely that ECT will experience the greatest transit demand from lower income patrons in the central area of the city, as well as in the neighborhoods to the west and southeast of downtown.

Figure 1-2 Income Distribution



1.2.3 Senior and Youth Populations

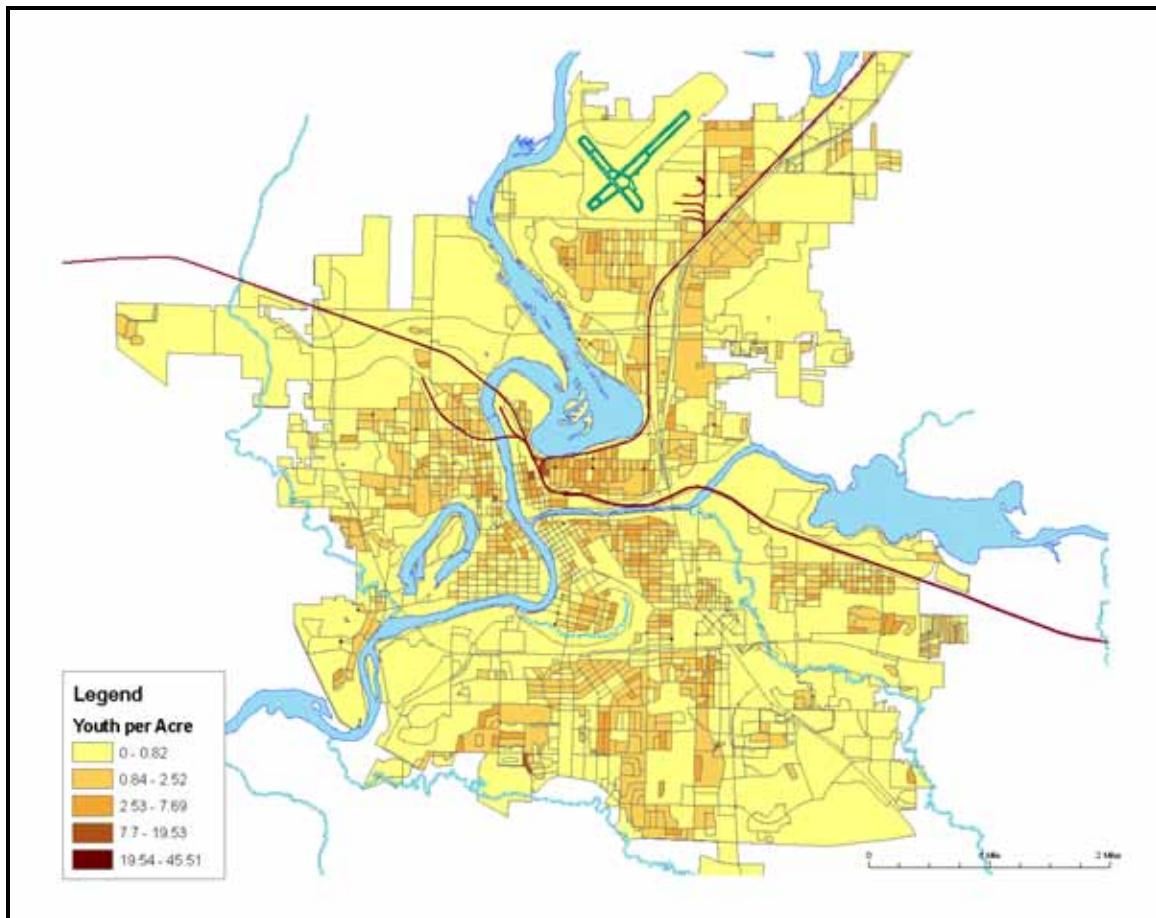
Age can directly impact mobility, and thus transit usage. Many senior citizens cannot afford an automobile, are physically unable to drive, or prefer not to drive. The youth population also contributes to transit ridership. Along with their limited incomes, youth have to cope with age restrictions and competency testing before they may obtain a driver's license. This results in a significant percentage of youths who are mobility-limited and who consider transit as a primary transportation option.

Unlike population density, there is no discernable pattern to where youth populations are concentrated in Eau Claire. Instead, there are pockets of youth aged 5 to 17 scattered throughout the city. One cluster with a higher than average concentration of youth is located along Birch Street, north of the Eau Claire River. Other clusters are near Hobart Park and across the tracks near the Sacred Heart School. The neighborhood south of Main Street and west of Margaret Street also contains a higher than average concentration of youth. Finally, the neighborhood around North

Hastings Way and south of the Chippewa Valley Regional Airport also has a concentration of youth. The remainder of Eau Claire's youth population is distributed throughout the city limits, northwest of downtown and to the south of East Clairemont Avenue.

The distribution of Eau Claire's senior population follows a slightly different pattern. There are several small, highly concentrated clusters of seniors scattered throughout the city, and three larger, more generally defined neighborhoods that are home to the majority of the city's senior population. The strip along Graham Avenue, immediately to the southwest of the Downtown Transfer Center, houses a large concentration of the city's senior population. There is also a large concentration of seniors along Oakridge Drive, just to the west of the UWEC campus. Another concentration is in the census block that contains the Eau Claire Country Club, near Highland Avenue and Fairfax Street. The Senior Center near Whipple and Madison streets is another concentration of seniors. Other than these specific concentrations, most of Eau Claire's remaining senior population can be found in a crescent shaped area wrapping around downtown (roughly following the shape of Jim Creek), beginning around State Street and East Clairemont Avenue and extending north to the Eau Claire River. To the north, the area to the west of Starr Avenue and Eddy Lane houses another large group of seniors. The neighborhood northwest of Half Moon Lake contains the last notable concentration of seniors in Eau Claire.

Figures 1-3 and 1-4 display Eau Claire's youth and senior population density. In examining these maps, be aware that the concentrations of youth are generally higher than those of seniors.

Figure 1-3 Youth Population Density

1.3 Major Trip Generators

Major trip generators are common origin and destination locations for travelers by all modes, including transit passengers, within the study area. Trip generators include shopping centers, industrial parks, learning institutions and hospitals, among other locations. Another type of trip generator is a major transportation facility, such as an airport or inter-city bus facility. Eau Claire is served by Greyhound, which has a station that was recently relocated to the intersection of Interstate 94 and Highway 12, to the northwest of Eau Claire. All of these generators must be considered when evaluating a region for transit service.

This section examines the location of major trip generators in Eau Claire.

1.3.1 Employment Centers

Many people rely on public transportation to commute to and from work on a daily basis. A list of the largest employers in Eau Claire is displayed in Table 1-1. Some of these employers have multiple locations, such as the Eau Claire Area School District, the Mayo Health System, and the CVTC. Most major employers have single locations, however, and are generally clustered near the banks of the Chippewa and Eau Claire rivers, along the Highway 53 corridor, or to the northwest, near the intersection of Highways 124 and 12. This development pattern is particularly conducive

to providing transit service to employment centers along these major corridors. The locations of these and other major regional employers are shown in Figure 1-5.

Figure 1-4 Senior Population Density

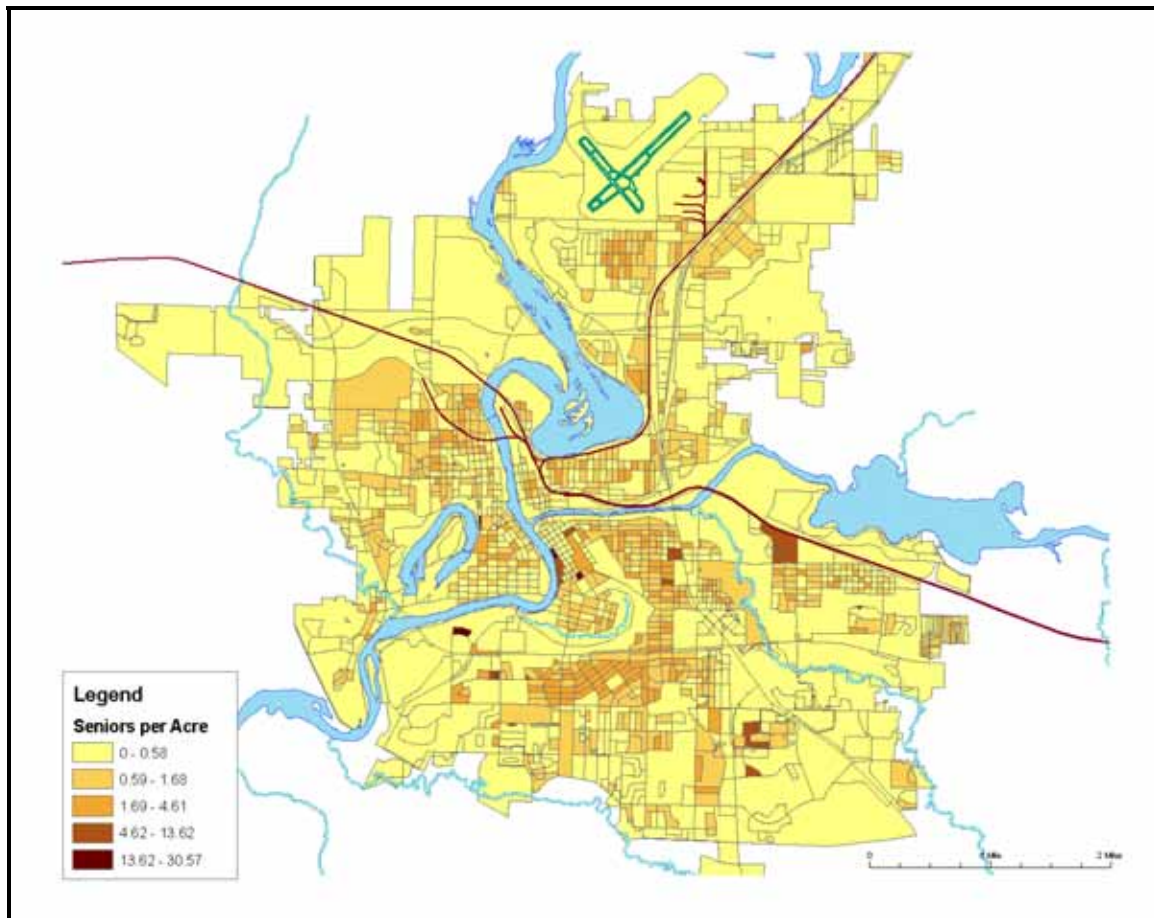
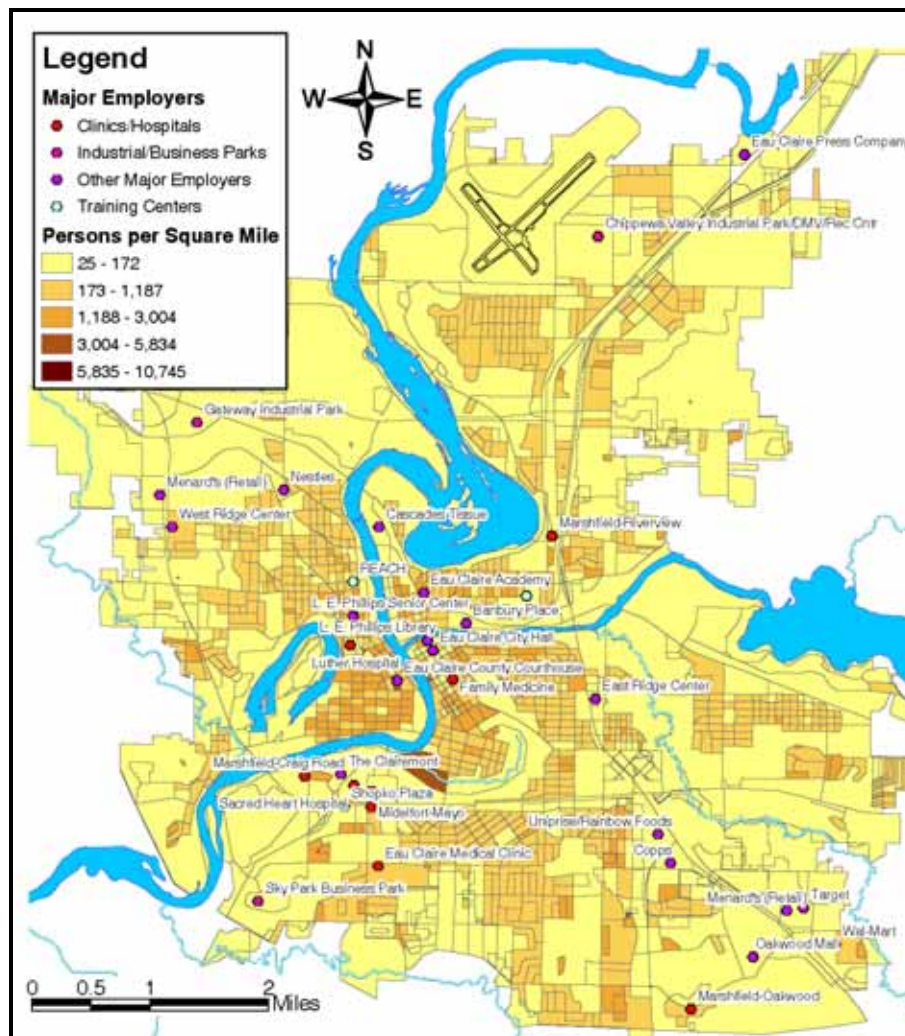


Table 1-1 Major Employers in Eau Claire

Business Name	Employee Range
Eau Claire Area School District	1,000+
Hutchinson Technology Inc.	1,000+
Luther Hospital - Mayo Health System	1,000+
Menard Inc.	1,000+
Sacred Heart Hospital	1,000+
University of Wisconsin - Eau Claire	1,000+
Chippewa Valley Technical College	500-999
City of Eau Claire	500-999
Eau Claire County	500-999
Midelfort Clinic Ltd - Mayo Health System	500-999
Xcel Energy	500-999
3M	250-499
Eau Claire Press Co.	250-499

Source: Eau Claire Area Economic Development Corporation, January, 2003

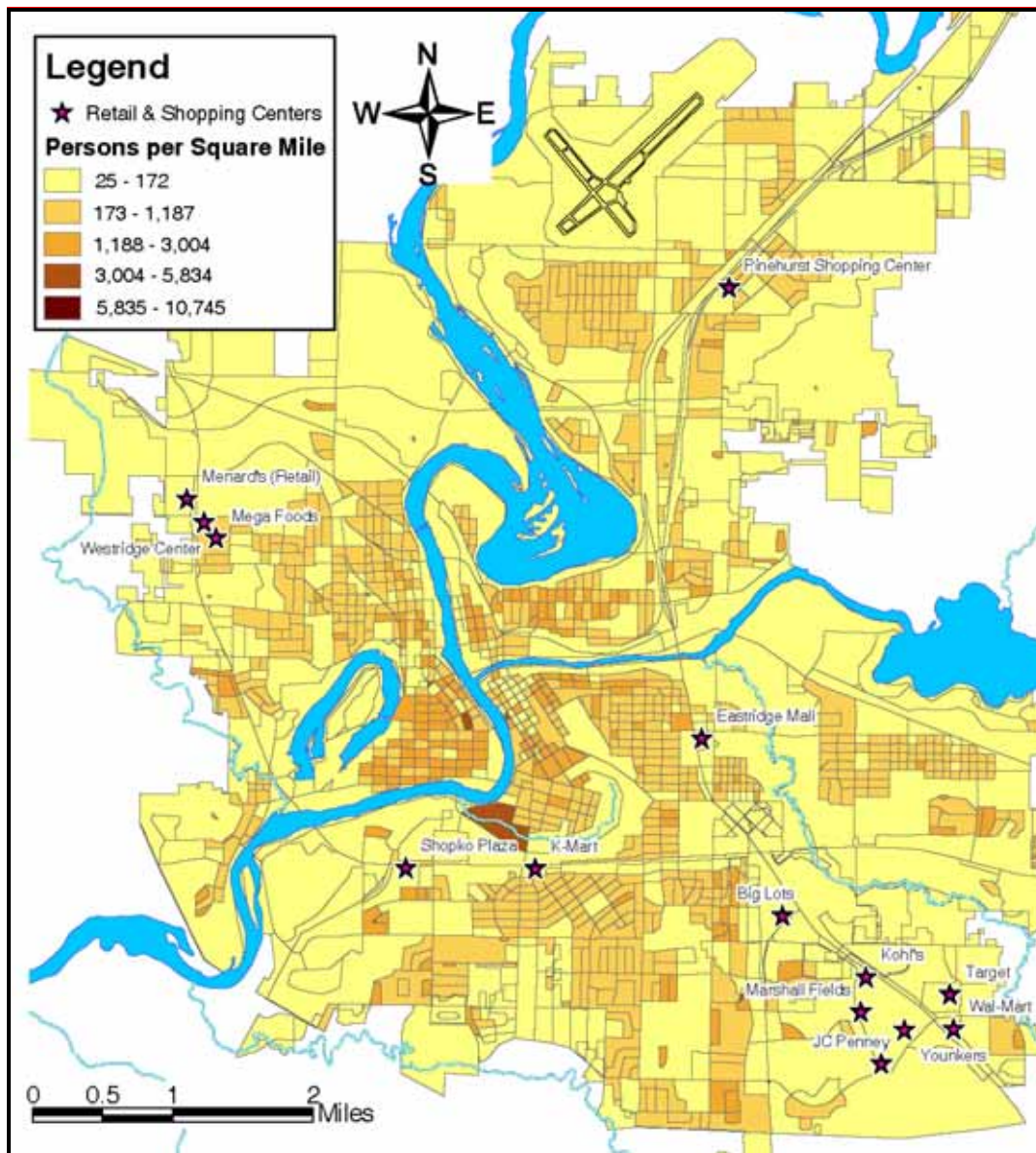
Figure 1-5 Location of Major Employment Centers



1.3.2 Shopping and Retail Centers

Malls, retail outlets, and shopping centers are also primary transit generators. There is a large concentration of retail outlets in the southeast region of Eau Claire, clustered along Highway 53 between Interstate 94 and Highway 12. This cluster includes K-Mart, Wal-Mart, Big Lots, JC Penney's, Younkers, Copps, Kohl's, Target, and the Oakwood Mall. Additional retail activity occurs downtown along Water Street, on the north shore of the Chippewa River, directly across from the UWEC campus. The Westridge Center, Mega Foods, and Menard's are another group of retail attractors, found in the northwestern part of the city. Recent efforts to revitalize retail activity in downtown Eau Claire have focused on bringing business to the historic waterfront area of South Barstow, attracting additional business to the City Center area, and completing Phoenix Park. Should these efforts prove successful, it is possible that additional transit trips will be generated. Figure 1-6 displays the location of existing major retail and shopping centers.

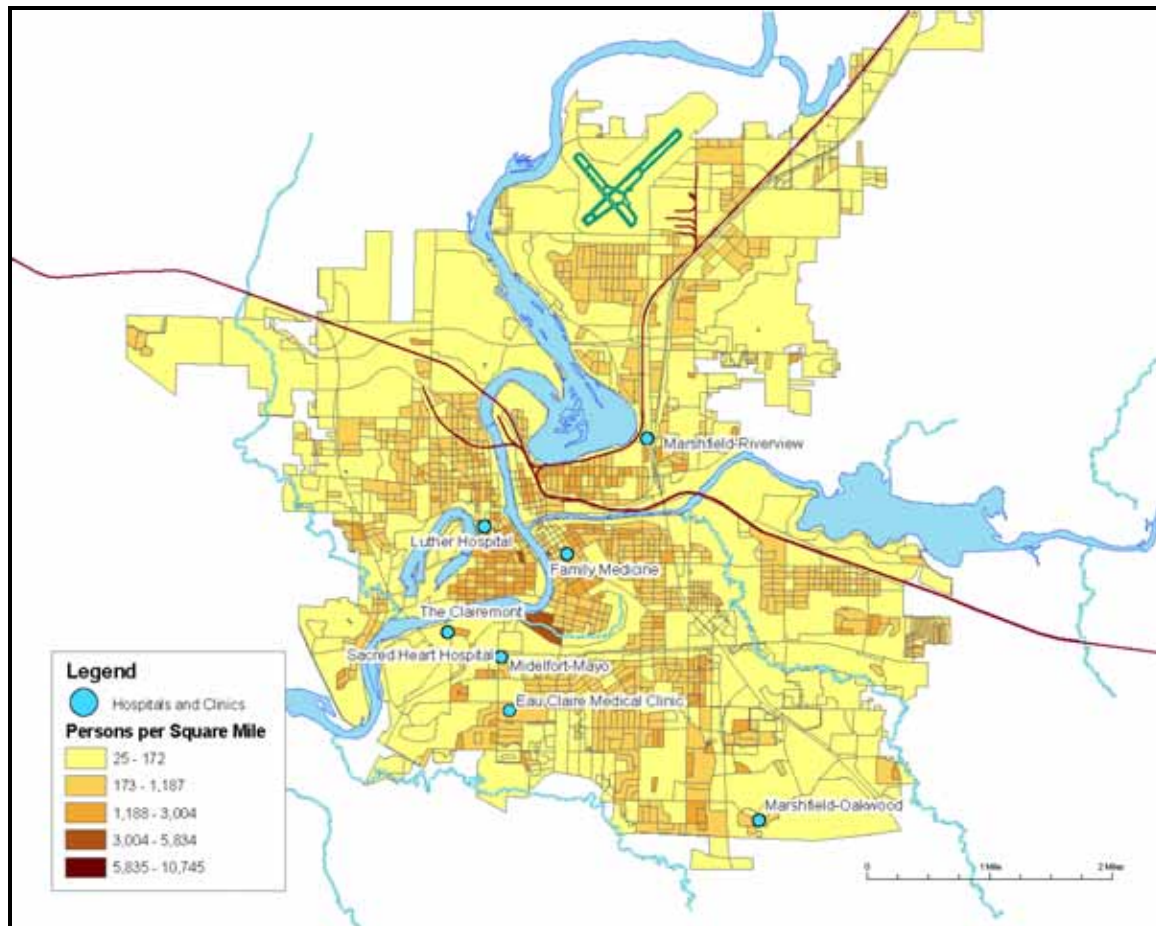
Figure 1-6 Location of Major Retail and Shopping Centers



1.3.3 Hospitals & Major Clinics

Hospitals and health centers represent important destinations for the community. For this reason, it is of critical importance that these facilities are well served by the transit network. Luther Hospital and Sacred Heart Hospital are the two major hospitals within Eau Claire, both of which are also major employers. Figure 1-7 displays the location of these hospitals and other healthcare centers in Eau Claire.

Figure 1-7 Location of Hospitals and Major Clinics



1.3.4 Schools and Training Centers

In 2000, Eau Claire had 16 public elementary schools, 3 public middle schools, 2 public high schools, and one public charter school, with a total enrollment of 11,268 students. Ten private elementary schools and 3 private high schools have a total enrollment of 1,613 students. Eau Claire is also home to three colleges and universities, including UWEC, CVTC, and the Immanuel Lutheran College, for a total enrollment of 15,629 students. Eau Claire has two major training centers: the Career Development Center and REACH. Figure 1-8 displays the location of Eau Claire's educational and training centers.

Figure 1-8 Location of Schools and Training Centers



1.4 Neighboring Communities

Although ECT does not provide transit service to the adjacent communities (with the exception of Altoona), it is valuable to understand the basic demographics of Eau Claire's neighboring areas in order to gain a more complete understanding of the region's growth patterns. The following tables summarize basic population and economic census statistics for Altoona, Chippewa Falls, Lake Hallie, Seymour, Union, and Washington, as well as Eau Claire County and Chippewa County.

Table 1-2 reveals that Altoona is projected to experience the highest percent growth rate between 1980 and 2010 of any neighboring community. The majority of this growth occurred between 1980 and 2000. Union is expected to grow the fastest between 2000 and 2010, with a total estimated growth of 22%. Eau Claire County is expected to grow by 9% between 2000 and 2010, for a total population growth of over 8,500 people. Chippewa Falls is expected to grow 9%

between 2000 and 2010, which is similar to the growth rate for Eau Claire County but nearly twice that of Chippewa County. Much of the area's growth is expected to occur in Union to the southwest, and Seymour to the northeast.

Table 1-2 Neighboring Communities' Population Trends

Municipality	1980	1990	2000	2010*	Percent Change	
					1980-2000	2000-2010
Seymour	2,824	2,757	2,978	3,196	5%	7%
Union	2,689	2,446	2,402	2,756	-11%	15%
Washington	6,489	6,276	6,995	7,757	8%	11%
Altoona	4,393	5,889	6,698	7,367	52%	10%
Lake Hallie	4,275	4,531	4,703	5,372	10%	14%
Chippewa Falls	12,270	12,727	12,925	13,218	5%	5%
Chippewa County	52,127	52,360	55,195	60,217	6%	9%
Eau Claire County	78,805	85,183	93,142	101,580	18%	9%

* Projection by WI Dept. of Admin, Demographic Services Center, 2003.
Source: U.S. Census, 1980, 1990, 2000.

Table 1-3 summarizes the economic profiles of Eau Claire's neighboring communities. Washington has the highest median household income in the region (\$55,570), followed by Union (\$52,333), and Seymour (\$48,365). These averages are considerably higher than the median household incomes for Eau Claire County and the city of Eau Claire. The median income for Chippewa Falls is the most similar to Eau Claire's (\$39,596 vs. \$36,999), but it is still 7% higher.

Table 1-3 Neighboring Communities' Median Household Income

Municipality	Median Household Income
Seymour	\$48,365
Union	\$52,333
Washington	\$55,570
Altoona	\$40,394
Lake Hallie	\$46,547
Chippewa Falls	\$39,596
Eau Claire	\$36,999
Eau Claire County	\$39,219

Source: U.S. Census, 2000.

1.5 Summary

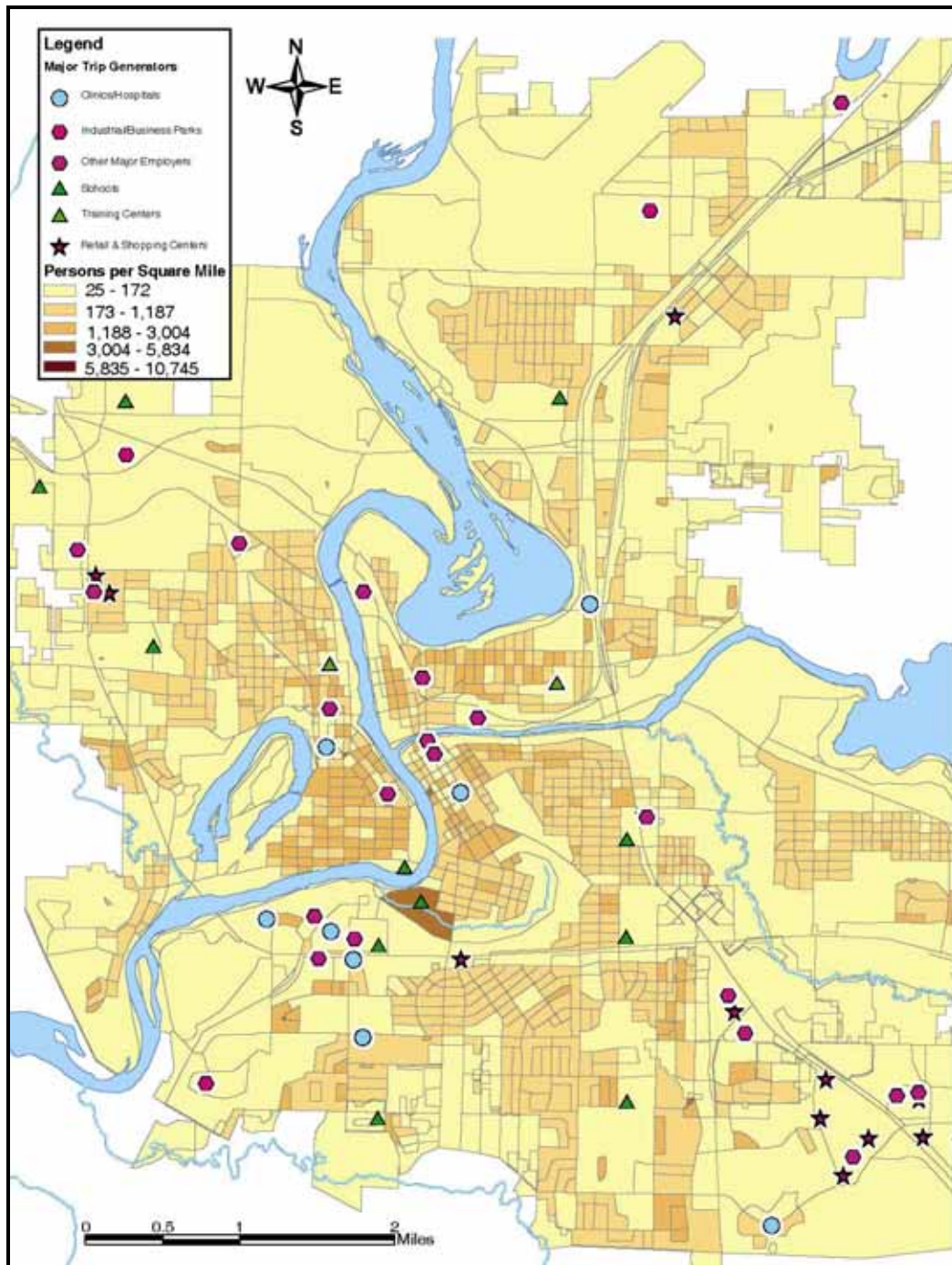
Based on the information presented in this chapter, it should be evident that the demand for transit service is fairly dispersed throughout Eau Claire. Nonetheless, the discerning eye notices that there is some semblance of clustering among major employers, retail and shopping centers and areas of higher population density. These clusters do not represent absolute demand for transit service, but instead suggest general areas of importance to be considered in subsequent route planning analysis. Specific input from Eau Claire staff, stakeholders, and community members will serve to provide the more detailed, generator specific information that will be used for service recommendations in subsequent chapters. For the purpose of this demographics analysis, however, Figure 1-9 summarizes the trip generators explored in earlier sections of the chapter.

The first cluster is in the northwest area of the city, extending from downtown to the west of the Chippewa River and north to the junction of Highways 12 and 124. Higher population densities, medium to low-income households, and average or greater than average concentrations of youth and elderly residents, characterize this area. There is also a diverse mixture of employers, retail centers, schools, hospitals, and clinics. These characteristics make it likely that the northwest area of Eau Claire will experience higher than average levels of transit demand.

The second cluster is located to the southeast, along South Hastings Highway, north of the junction with Interstate 94. Although this area has a low population density, the area has a large concentration of retail and employment sites, thus increasing the likelihood of transit trips for work or shopping.

Finally, the third cluster of transit potential is located just south and west of downtown, surrounding the UWEC campus. This area has a high population density, medium to low-income households, and a series of clinics, hospitals, employers, retail outlets, and of course, the UWEC and CVTC campuses. Together, these three clusters represent the majority of Eau Claire's transit demand.

Due to low population densities and relatively high household incomes, transit potential outside of Eau Claire is relatively low. Transit expansions into these neighboring communities will also be hampered by the Wisconsin state law that requires transit provision only be provided within a municipality's city limits, unless neighboring municipalities pay for transit service on a per-mile basis (as is the case with Altoona).

Figure 1-9 Summary of Existing Transit Demand and Major Trip Generators

Chapter Two - Eau Claire Transit Services

This chapter presents an overview of the fixed route transit service and demand response service operated by Eau Claire Transit. It evaluates the current fixed route system in terms of service levels, fare structure and ridership, as well as operating statistics and regional service coverage. The chapter also analyzes trends in the operating and financial data for all ECT services. These descriptions provide a baseline for understanding the current ECT system from which further analysis and recommendations can be made.

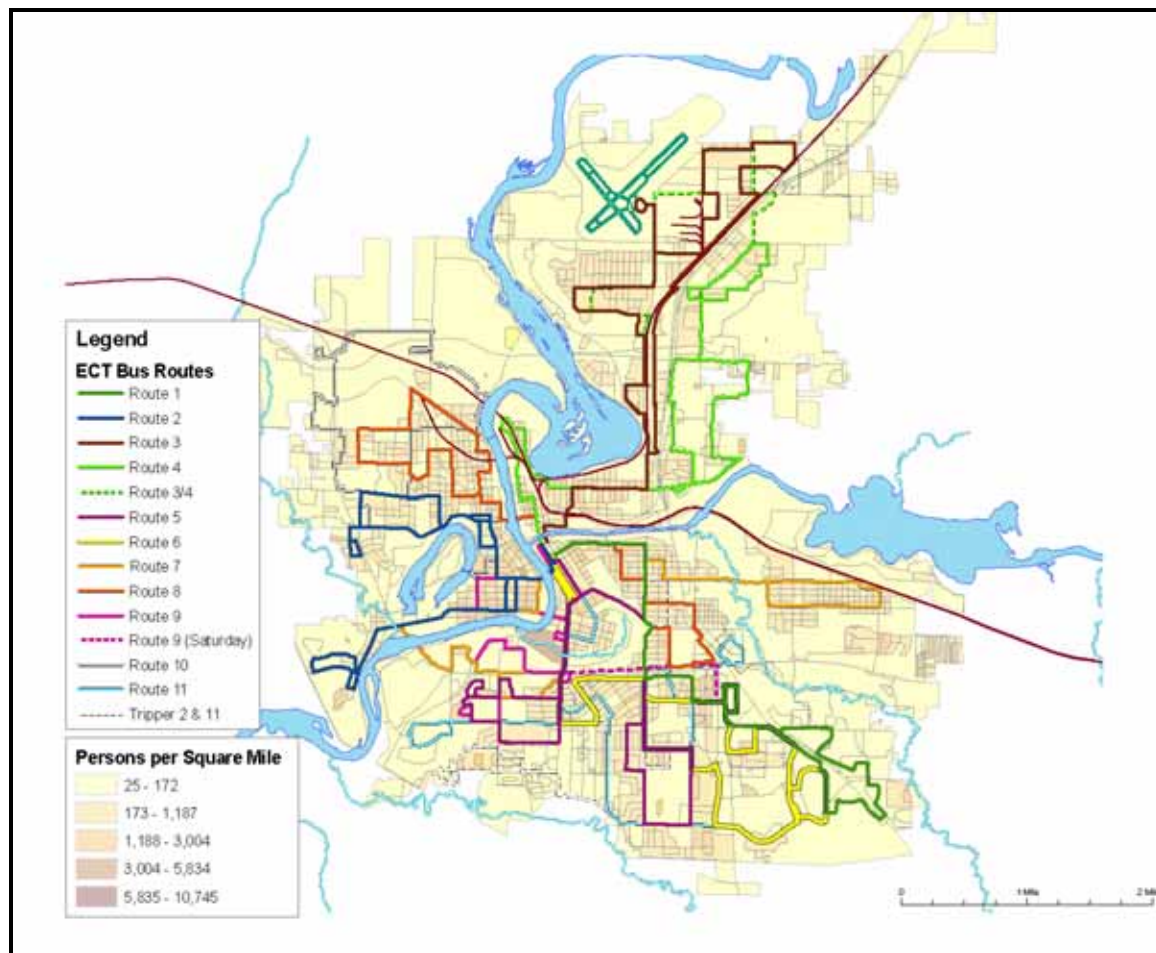
2.1 Fixed Route Service Description

ECT is responsible for providing safe, convenient and affordable local bus service within the city limits of Eau Claire. ECT also provides transit service to the City of Altoona, which is located due east of Eau Claire. In accordance with Wisconsin state law, Altoona pays ECT for the cost of providing this service to Altoona. Similarly, any future extension of service beyond Eau Claire city limits would require that the beneficiary locality pay its local share of the ensuing costs.

ECT provides service to 68,402 people in its 36 square mile service area (City of Eau Claire and City of Altoona). ECT operates 12 regular routes, Monday through Saturday, and 2 school-trippers during the academic year. Service begins at approximately 6:00 A.M. and several routes run as late as 10:15 P.M. The ECT route structure is a rough ‘hub and spoke’ radial system, with the hub of the system located at the downtown Transfer Center near the intersection of S. Farwell and Main Streets. Several ECT routes consist of two loops that meet at the Transfer Center, similar to a “Figure-8”. All ECT routes are identified by number, and are listed in Table 2-1. Figure 2-1 is a map of the existing ECT fixed route network.

Table 2-1 ECT Bus Route Numbers and Destinations

Route Number	Destination
1	Margaret Malls
2	Mt. Washington Delong
3	North High
4	Locust Lane
3 4	Evening North High Locust Lane
5	Rudolph Road West MacArthur
6	Putnam Heights Malls
7	West Clairemont Altoona
8	Folsom & Vine Memorial
9	University
10	Alpine
11	South Loop

Figure 2-1 ECT Transit Fixed-Route Bus Network

2.2 Days and Hours of Operation

ECT operates six days a week, although Saturday service is operated at reduced frequency. Table 2-2 displays the span of service for all ECT fixed routes. As required by the Americans with Disabilities Act of 1990 (ADA), ECT also provides paratransit service for those who cannot access the fixed route transit network. More information on ECT's paratransit operations can be found in Section 2.11, "Demand Responsive Service".

Table 2-2 ECT Span of Service

Route	Weekday		Saturday	
	Start	End	Start	End
1 - Margaret Malls	6:15 A.M.	10:15 P.M.	8:15 A.M.	6:15 P.M.
2 - Mt. Washington	6:00 A.M.	10:15 P.M.	8:15 A.M.	6:45 P.M.
2 - Delong	6:15 A.M.	9:45 P.M.	8:15 A.M.	6:45 P.M.
3 - North High	5:45 A.M.	6:45 P.M.	8:45 A.M.	6:45 P.M.
3 4 - Evening North High Locust Lane	6:45 P.M.	10:28 P.M.	-	-
4 - Locust Lane	6:30 A.M.	6:15 P.M.	8:15 A.M.	6:15 P.M.
5 - Rudolph Road	6:15 A.M.	9:45 P.M.	8:15 A.M.	6:15 P.M.
5 - West MacArthur	6:45 A.M.	10:15 P.M.	8:15 A.M.	6:15 P.M.
6 - Putnam Heights Malls	6:45 A.M.	10:32 P.M.	8:15 A.M.	6:45 P.M.
7 - West Clairemont	6:45 A.M.	5:45 P.M.	8:15 A.M.	6:15 P.M.
7 - Altoona	6:45 A.M.	6:15 P.M.	8:15 A.M.	6:15 P.M.
8 - Folsom & Vine	5:57 A.M.	9:45 P.M.	8:15 A.M.	6:45 P.M.
8 - Memorial	6:15 A.M.	10:15 P.M.	8:15 A.M.	6:45 P.M.
9 - University	6:56 A.M.	10:47 P.M.	9:00 A.M.	6:00 P.M.
10 - Alpine	6:29 A.M.	10:15 P.M.	8:29 A.M.	6:15 P.M.
11 - South Loop	6:15 A.M.	10:15 P.M.	8:15 A.M.	6:15 P.M.
2 – Delong (School Year Only)	7:09 A.M.	8:25 P.M.	-	-
11 – South/I.C. (School Year Only)	2:50 P.M.	3:45 P.M.	-	-

2.3 Service Frequency

The majority of ECT routes operate on 60-minute headways during regular weekday service. Two key routes operate at higher frequencies: Route 8 operates on a 30-minute headway and Route 9 operates on a 20-minute headway. Routes 2, 5, 7 and 8 consist of two segments, each of which begin and end at the Transfer Center. This configuration for Routes 2, 5, and 7 results in 30-minute headways to the downtown Transfer Center, but service is still hourly in either direction. Saturday service operates hourly on all ECT routes. Table 2-3 summarizes the service frequency for each ECT bus route.

2.4 Route Length/Scheduled Running Times

Table 2-4 lists the route lengths and scheduled running times for all ECT bus routes. Most routes serve relatively large areas, often making multiple loops to serve adjacent neighborhoods or trip generators. Several routes have double loop configurations that result in longer route lengths and greater service coverage. Table 2-4 includes the additional mileage from any route deviations along the length of the route. The longest route in the system is Route 3|4, the Evening North High

and Locust Lane combination. This route covers portions of both Route 3 and Route 4 in the evening hours. At 9.7 miles, the mid-day service of Route 9 University is the shortest route in the ECT system. Route 9 provides service between the downtown Transfer Center and the UWEC campus.

Table 2-3 ECT Service Frequencies

Route	Weekday	Evening	Saturday
1 - Margaret Malls	60	60	60
2 - Mt. Washington	60	60	60
2 - DeLong	60	60	60
3 - North High	60	-	60
3/4 - Evening North High Locust Lane	-	60	-
4 - Locust Lane	60	-	60
5 - Rudolph Road	60	60	60
5 - West MacArthur	60	60	60
6 - Putnam Heights Malls	60	60	60
7 - West Clairemont	60	-	60
7 - Altoona	60	-	60
8 - Folsom & Vine	30	60	60
8 - Memorial	30	60	60
9 - University	20	60	60
10 - Alpine	60	60	60
11 - South Loop	60	60	60

Table 2-4 ECT Route Lengths & Run Times

Route	Length (miles)	Run Time (minutes)
1 - Margaret Malls	15.2	60
2 - Mt. Washington	7.6	30
2 - Delong	8.2	30
3 - North High	17.9	60
3 4 - Evening North High Locust Lane	19.6	60
4 - Locust Lane	17.3	60
5 - Rudolph Road	8.6	30
5 - West MacArthur	8.0*	30
6 - Putnam Heights Malls	16.5	60
7 - West Clairemont	6.9	30
7 - Altoona	8.9	30
8 - Folsom & Vine	8.3	30
8 - Memorial	7.1	30
9 - University	9.7^	60
10 - Alpine	15.8	60
11 - South Loop	16.5	60
Tripper 2 – Delong (School Year Only)	12.0	76
Tripper 11 – South/I.C. (School Year Only)	14.0	55

* Mid-day route length. Route 5 W. MacArthur performs minor variations in the early morning and late evening, resulting in an early morning length of 8.9 miles and late evening length of 9.2 miles.

^ Mid-day route length. Route 9 has minor variations for evening and Saturday service, resulting in an evening route length of 11.2 miles and a Saturday route length of 22.0 miles.

2.5 Transfer Policies and Locations

Transfers between routes are necessary when different routes serve a passenger's origin and destination. To complete a transfer, passengers pay the required fare on the first bus and request a transfer ticket from the driver. This ticket is then presented to the driver of the second bus; single use transfers are free of charge. All UWEC students, staff and faculty ride free on all routes when presenting a valid BluGold University ID, and are therefore not subject to the paper transfer system.

ECT's transit system is designed to permit timed transfers at the Transfer Center. With the exception of Route 9, the pulse point for all ECT routes is fifteen minutes before the hour and fifteen minutes after the hour. Passengers can also transfer at non-timed transfer points where routes intersect one another, but the wait time will likely be considerably longer than at the Transfer Center. Consequently, passengers are encouraged to utilize the Transfer Center to achieve the highest level of service.

2.6 Fare Structure

ECT provides its passengers with a variety of fare media for purchasing transportation services. Table 2-5 presents the cost of each fare medium for ECT's fixed route and paratransit services. The full cash fare for the fixed route buses is \$1.00. Elderly and disabled riders are provided with federally mandated half-price trips for \$0.50. Both the general public and elderly / disabled riders

can purchase fare tokens or ticket books. Six regular fare tokens cost \$5.00 and 10 elderly/disabled tickets cost \$4.00. ECT also sells monthly passes that are good for unlimited rides. A regular monthly pass is \$34.00, while elderly and disabled passengers pay only \$17.00. These programs provide passengers with an easier to use and more economical way to use the ECT system.

ECT also offers special accommodations for students. High school students can purchase a student MAX Pass for \$30.00, which is good for the entire semester. CVTC students can purchase a similar pass for \$50.00. Summer students can purchase a Summer Youth Pass for \$20.00. Finally, as was mentioned above, all UWEC students, staff and faculty ride free upon showing a valid BluGold University ID.

All paratransit rides cost \$2.00 each way.

Table 2-5 ECT Transit Fare by Category

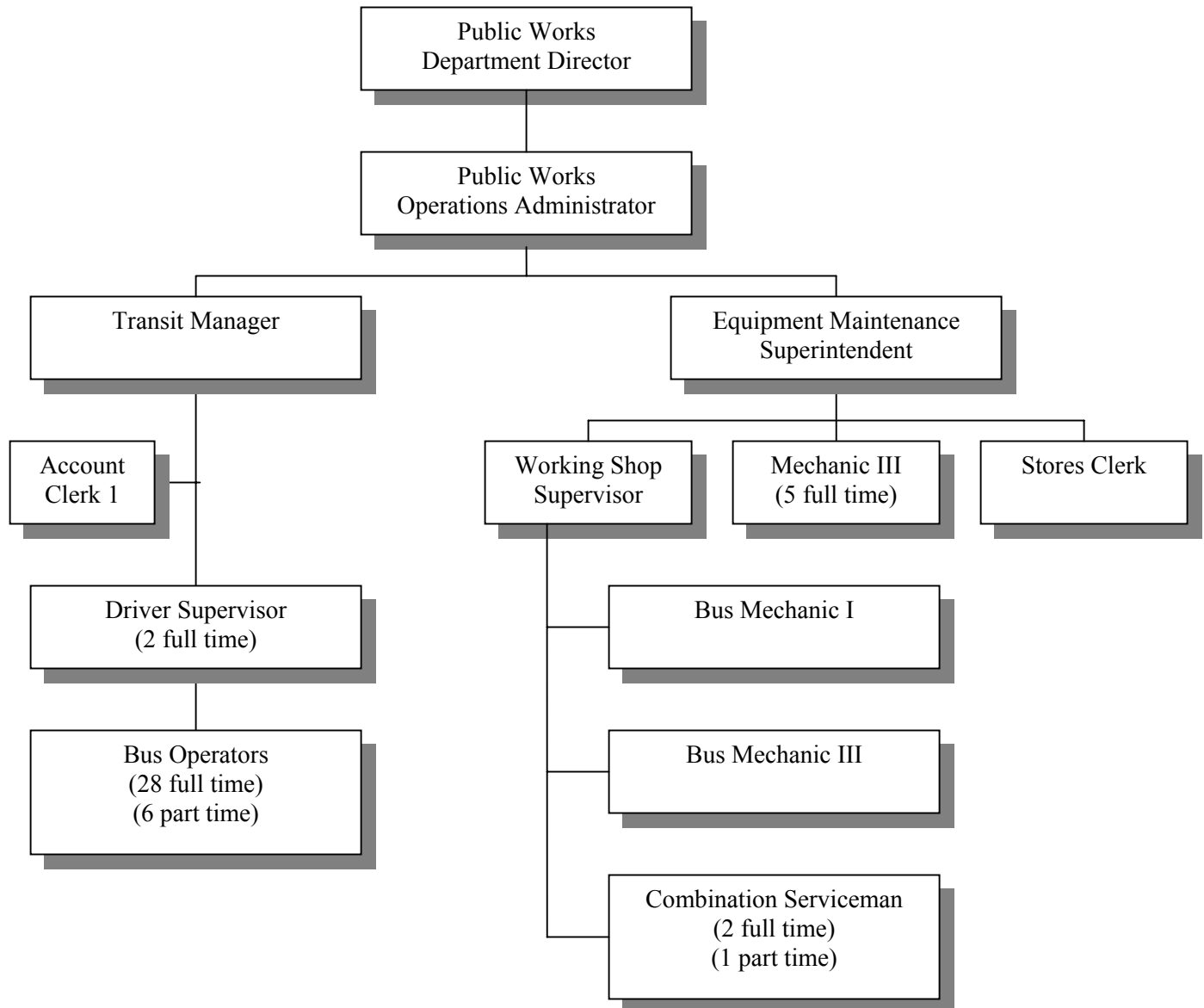
Fare Medium	Fixed Route		Paratransit
	Adults	Elderly & Disabled	
Cash Fare	\$1.00	\$0.50	\$2.00
6 Ride Tokens	\$5.00	-	-
10 Ride Ticket Book	-	\$4.00	-
Monthly Pass	\$34.00	\$17.00	-
Student MAX Pass	\$30.00	-	-
CVTC Student Pass	\$50.00	-	-
Summer Youth Pass*	\$20.00	-	-
Single Use Transfer	Free	Free	N/A

* Available June, July, and August only

2.7 Organizational Structure

The City of Eau Claire has a City Manager / City Council form of government. The City Council consists of eleven elected members who are responsible for all legislative actions. ECT is a division of the Public Works Department of the City of Eau Claire. The Transit Manager reports directly to the Public Works Operations Administrator, who in turn reports to the Public Works Director. The Public Works Director in turn reports to the City Manager.

ECT collaborates extensively with other City departments. All employee hiring, termination, labor negotiations, and purchasing, is coordinated with the Human Resources Department and the City's Purchasing Department. The Central Equipment – Stores Agency division of the Public Works Department includes two bus mechanics and three combination servicemen who provide maintenance support for ECT. Finally, the Finance Department provides assistance with areas such as the annual budget process, payroll, cash management, and cost allocation. Figure 2-2 displays ECT's organization chart.

Figure 2-2 ECT Organization Chart

2.8 Financial and Operating Data

2.8.1 System Expenses/Revenues/Net Cost

In 2002, the operating costs associated with ECT's operations were \$3,664,320. Table 2-6 provides a summary of these costs. Approximately 41.8% of ECT's 2002 expenses went towards transportation operations, which consists of salaries and benefits for bus drivers and supervisors. All road expenses, fuel, oil and other transportation expenses are accounted for under maintenance, including shop personnel and mechanic salaries and benefits. Maintenance staff and supplies comprised 15.4% of ECT's 2002 expenses. Administrative and general expenses accounted for the remaining 42.8%. It should be noted that this percentage is slightly higher than the administrative costs of comparable transit systems.

Table 2-6 ECT Expenses, 2002

Expenses	Amount
Transportation Operations	\$1,530,276
Administrative and General*	\$1,566,850.85
Maintenance Staff and Supplies	\$616,807
Total	\$3,664,320.49

Source: City of Eau Claire Year End Budget Report, 2002

*Includes depreciation of ECT assets.

2.8.2 Revenue By Source

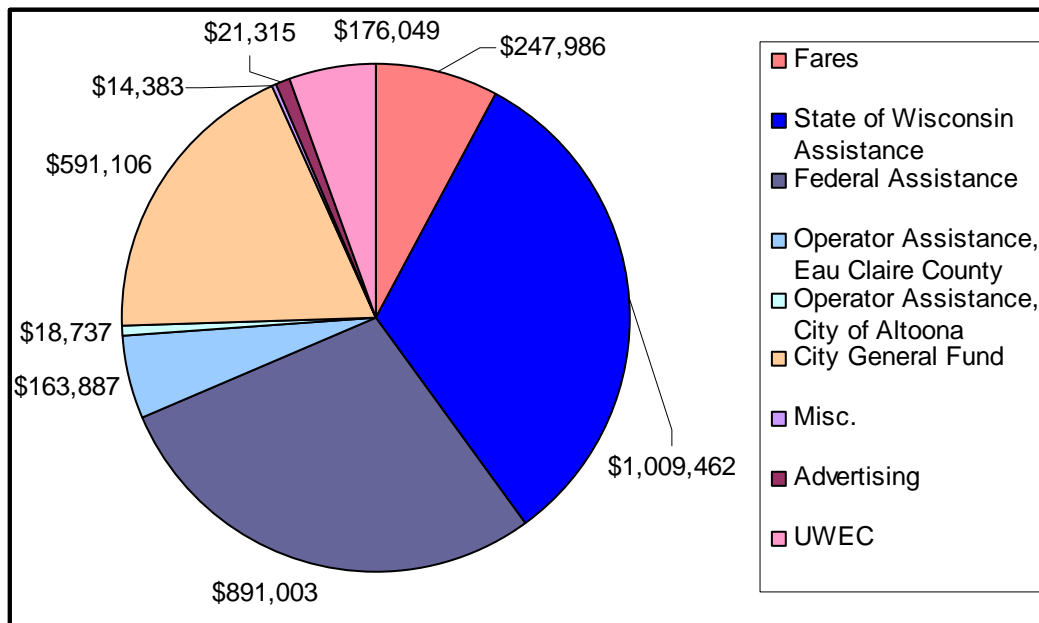
Like most transit systems, the services operated by ECT are far from being self-sufficient and rely heavily on a variety of funding sources to cover annual operating expenses. In addition to farebox and contract revenue with UWEC, ECT receives state, federal, and local assistance. ECT also contracts its services to the County of Eau Claire and to the City of Altoona, resulting in additional revenue. Table 2-7 lists these sources of revenue for 2002. Figure 2-3 provides a graphical representation of ECT's funding sources.

Table 2-7 ECT Transit Revenue, 2002

Revenue Source	Amount
Passenger Fares*	\$247,986.40
UWEC Contract	\$176,048.96
Eau Claire County Contract	\$163,886.65
City of Altoona Contract	\$18,737.00
Fairfax Pool Route	\$6,104.72
Advertising	\$21,315.00
FTA Operating Assistance	\$891,003.00
State of Wisconsin Revenue	\$1,009,462.09
City of Eau Claire General Fund	\$591,106.48
Miscellaneous	\$47,968.18
Total	\$3,173,618.46

Source: City of Eau Claire Year End Budget Report, 2002

* Includes full fares, half fares, tokens and student passes.

Figure 2-3 ECT Revenue Sources, 2002

2.8.3 Annual System Miles and Hours

ECT operated a total of 807,182 revenue vehicle miles and 53,603 revenue vehicle hours in 2002, during which time the system maintained 22 buses, using 16 in peak service. These data and other operating statistics are presented in Table 2-8.

Table 2-8 ECT Operations Data, 2002

Operating Characteristics	Total
Passengers	883,941
Revenue Hours	53,603
Revenue Miles	807,182
Operating Days	307
Peak Fixed Route Vehicles	16
Peak Demand Responsive Vehicles	4

Source: ECT 2002 Ridership and 2002 grant request

Table 2-9 summarizes the key operating data for individual routes during 2002. Among the fixed routes, Routes 8 and 9 carried the most passengers that year. Excluding the Route 3/4 combination which only runs in the evening, Route 10 carried the fewest passengers. Route 8 had the highest number of revenue-hours and the highest number of revenue-miles in 2002. Of the regular routes, the fewest revenue-hours and revenue-miles were made on Route 7.

Table 2-9 ECT Operating Data by Route, 2002

Line	Annual Passengers	Revenue Hours	Revenue Miles
1 - Margaret Malls	74,049	4,600	65,581
2 - Mt. Washington Delong	60,540	5,455	85,939
3 - North High	48,458	3,753	63,105
4 - Locust Lane	42,493	3,580	59,533
3 4 - Evening North High Locust Lane Combination	6,891	1,020	19,992
5 - Rudolph Road West MacArthur	79,062	4,600	72,523
6 - Putnam Heights Malls	51,030	4,651	72,117
7 - West Clairemont Altoona	68,159	3,453	52,170
8 - Folsom & Vine Memorial	132,436	8,069	110,763
9 - University*	175,606	4,791	56,581
10 - Alpine	22,530	4,600	69,817
11 - South Loop	46,075	4,600	72,221
<i>Trippers</i>	76,612	432	6,840
Total	883,941	53,603	807,182

Note: All figures include weekday and Saturday service. Route 9 figures include Saturday, late evening, tripper, and winter term service.

Source: ECT 2002 Ridership Sheets and the 2002 grant request.

2.9 System Trends

This section examines the operating and financial indicators of efficiency over a five-year time period, from FY 1998 to FY 2002. This historical evaluation is useful to identify trends in system performance, as well as determining the causes of performance fluctuations.

2.9.1 Financial Trends

Table 2-10 displays the total expenses and revenue for ECT for the years 1998 through 2002. These figures are also graphed in Figure 2-4. With the exception of the miscellaneous category, all revenue sources increased between 1998 and 2002 at varying rates ranging from only 9% to 146%. Total revenues increased 39% and expenses increased by 44% during this five-year period.

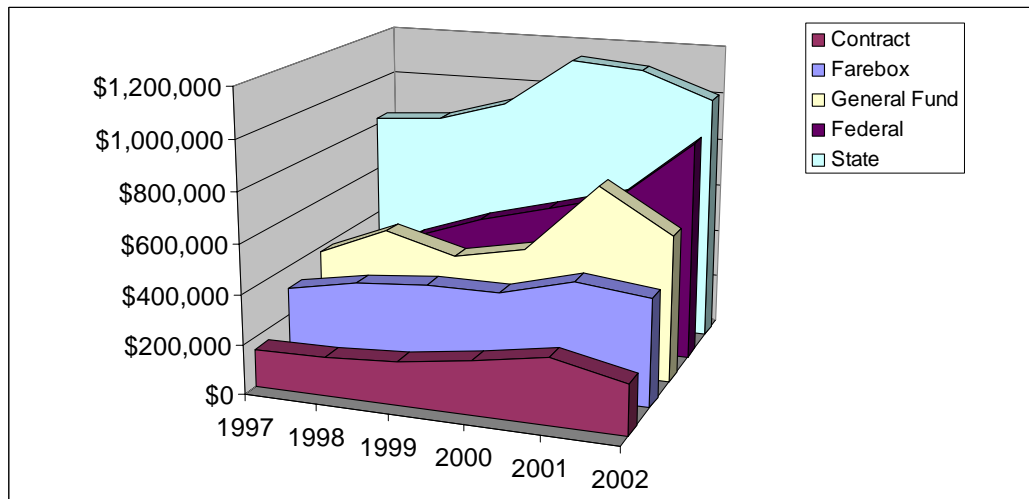
Table 2-10 ECT Transit Expense and Revenue Trends, 1998 – 2002

	1998	1999	2000	2001	2002	Percent Change*
Passenger Fares	\$227,465.34	\$228,962.19	\$225,102.20	\$242,465.34	\$247,986.40	9%
UWEC Contract	\$71,430.75	\$157,505.04	\$157,142.00	\$185,854.60	\$176,048.96	146%
Eau Claire County Contract	\$128,443.47	\$216,562.47	\$183,954.93	\$231,041.86	\$163,886.65	28%
City of Altoona Contract	\$16,090.68	\$16,573.00	\$17,070.60	\$17,034.00	\$18,737.00	16%
Fairfax Pool Route	N/A	N/A	\$5,413.93	\$6,806.18	\$6,104.72	N/A
Advertising	\$10,655.00	\$12,435.00	\$15,293.50	\$18,320.00	\$21,315.00	100%
FTA Operating Assistance	\$394,349	\$497,755	\$573,320.00	\$649,074.00	\$891,003.00	126%
State of Wisconsin Revenue	\$845,825	\$931,828	\$1,137,707.00	\$1,113,454.00	\$1,009,462.09	19%
City of Eau Claire General Fund	\$497,079	\$420,897.59	\$477,363.44	\$762,922.64	\$591,106.48	19%
Miscellaneous	\$97,594.05	\$400,049.19	\$14,127.38	\$30,405.38	\$47,968.18	-51%
Total Revenues	\$2,289,047.77	\$2,882,567.88	\$2,806,969.93	\$3,257,378.02	\$3,173,618.46	39%
Total Expenses	\$2,538,760.86	\$2,750,820.49	\$2,990,630.49	\$3,513,040.97	\$3,664,320.49	44%

Sources: City of Eau Claire Budget Reports

* Percent change from 1998 to 2002.

Table 2-10 indicates that the most significant change in revenue sources came from ECT's contract with UWEC. Federal operating assistance also represents a significant revenue increase from 1998 to 2002. The increase in the City of Eau Claire General Fund between 2000 and 2001 can be partially attributed to the payment of back pay resulting from union contract deliberations and to unplanned paratransit expenses. Aside from these two unbudgeted increases, revenue from the City of Eau Claire's general fund seems to be increasing at a stable rate, as does Wisconsin state assistance and the other funding sources.

Figure 2-4 ECT Financial Trends, 1998 –2002

2.9.2 Operating Trends

Table 2-11 presents a summary of the core operating data for ECT transit services between 1998 and 2002. ECT provided 22% more revenue hours and 25% more revenue miles in 2002 than in 1998, indicating a large period of expansion during these five years. Unlinked passenger trips increased by 41% during the same period.

These statistics show an overall upward trend of service improvement. Performance between 2000 and 2001 leveled off, possibly indicating slower growth. It should be noted that ECT may have experienced problems in the reporting of ridership statistics to the FTA prior to 2001, however, so these growth levels may reflect inaccuracies in the NTD reports.

Figures 2-5 through 2-7 show ECT trends in unlinked passenger trips, vehicle revenue hours, and vehicle revenue miles from 1998 through 2002. These figures reflect a period of growth for ECT that has slowed somewhat in the past year.

Table 2-11 ECT Operating Statistics Trends, 1998 – 2002

Annual Operating Statistics	1998	1999	2000	2001	2002	Percent Change*
Unlinked Passenger Trips	847,027	852,055	896,873	1,190,392	1,192,951	41%
Vehicle Revenue Miles	648,033	713,331	797,773	856,591	807,182	25%
Vehicle Revenue Hours	44,056	48,042	53,901	51,251	53,603	22%
Passenger Trips / Revenue Hour	19.2	17.7	16.6	17.4	16.5	-14%
Passenger Trips / Revenue Mile	1.3	1.2	1.1	1.0	1.1	-16%

Source: National Transit Database, 1996 – 2001, ECT Ridership and Operating Statistics (2001, 2002).

* Percent change from 1998 to 2002.

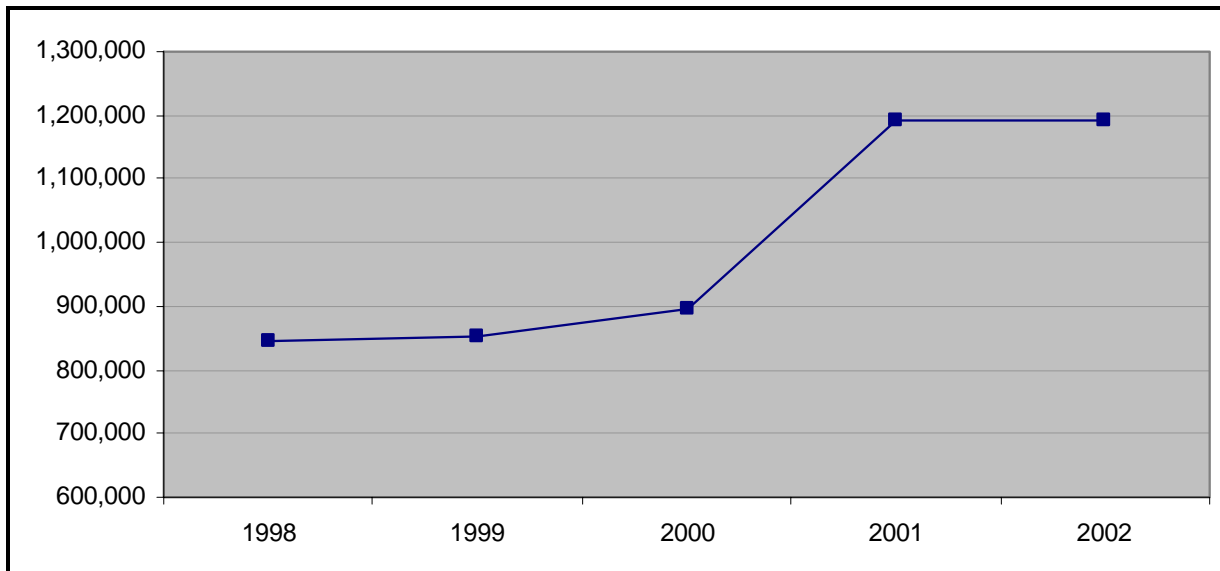
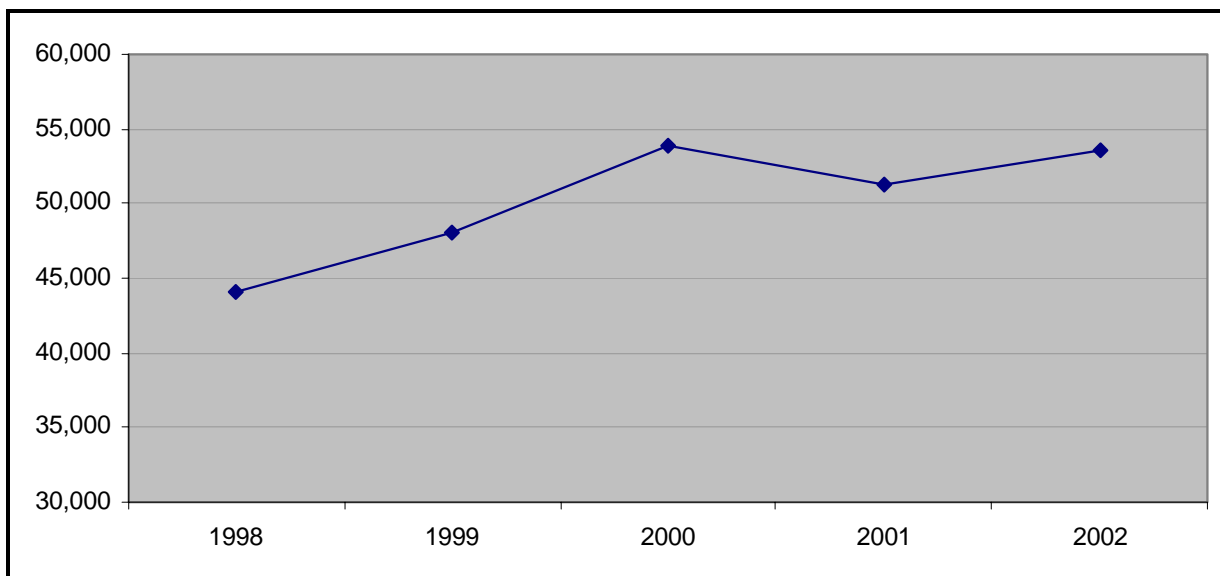
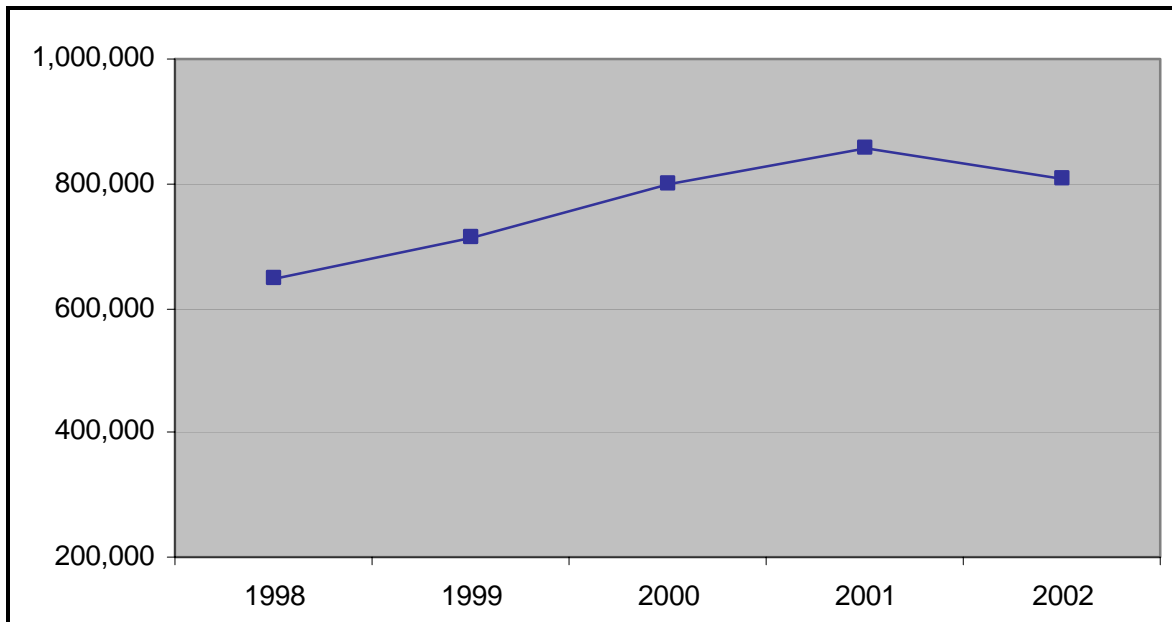
Figure 2-5 ECT Annual Unlinked Trips, 1998 – 2002**Figure 2-6 ECT Annual Vehicle Revenue Hours, 1998 – 2002**

Figure 2-7 ECT Annual Vehicle Revenue Miles, 1997 – 2002

2.10 Capital Program

This section describes the capital program for ECT's transit services. It presents an inventory of the current ECT vehicle fleet, primary operating facilities, bus shelters, benches and signs.

2.10.1 Vehicle Fleet and Facility Inventory

An important element of the current analysis of the ECT transit services is to ensure that there are sufficient vehicles to both replace vehicles as they reach the end of their useful life and to expand the fleet in response to various service proposals.

The current vehicle fleet consists of 22 vehicles. The majority of ECT's fleet consists of 2001 or 2002 Gillig buses. During daily fixed route peak service, ECT utilizes 16 vehicles to provide service. In accordance with FTA standards, transit agencies operating eleven or more peak hour vehicles are encouraged to keep close to 20% of the peak hour fleet for spare vehicles. As such, ECT should have 3 spare vehicles. Given that ECT has a fleet of 22 vehicles, ECT currently meets the FTA standards peak to spare ratio.

Table 2-12 ECT Current Active Fleet

Vehicle Type	Active Fleet	Seating Capacity*	Propulsion
1997 New Flyers	8	25/2	Diesel
2001 Gillig Coach	8	25/2	Diesel
2002 Gillig Coach	6	40/2	Diesel
Total Vehicles	22		

* Seats / Wheelchair Stations.

2.10.2 Bus Shelters and Signage

ECT allows passengers to board buses at any street corner along an existing bus route, except for Route 9. For this reason, the system has few formal bus stops with shelters, signs, or other amenities. ECT possesses a total of 14 bus shelters and 45 bus stop signs scattered throughout Eau Claire. These shelters were installed at different times and do not have a uniform design. ECT also does not have a standard for determining the placement of bus shelters throughout its transit network. Instead, the transit system typically installs bus signs at high activity locations (as indicated by bus drivers) and from requests (generally received from local businesses, agencies, or riders).

Table 2-13 and 2-14 list the locations of ECT's existing bus shelters and bus stop signs.

Table 2-13 ECT Bus Shelter Locations

Route	Location
1	Wal-Mart
2, 10	Luther Hospital (Chestnut St.)
	Senior Center (Cameron St.)
5, 11	Park Towers (Farwell St.)
6	Grace Barstow Apartments (Barstow St.)
7, 9	Midelfort Clinic (Stein Ave.)
	Bollinger Lot (Stein Ave.)
	Clairemont Nursing Home (Heights Dr.)
	Fine Arts Building (Water St.)
7	Eastridge Plaza (Highland Ave.)
	Spooner Avenue (Between 9th & 10th)
8	Dove Health Care Center (Truax Blvd.)
	Westwind Apartments (Robert Rd.)
11	Chippewa Eye Clinic (Damon St.)

Table 2-14 ECT Bus Stop Sign Locations

Sign Location
First & Lake
Second & Lake
Fourth & Lake
Sixth & Lake
Hudson & 7th
Niagara & 7th
Water & 7th
Water & 4th
Water & Kerms
State & Garfield
Kjer Theater
Garfield & Park
McPhee Center
Towers Hall
Menominie St. Dental

Sign Location
Oakwood Hills Pkwy (4100 block)
Oakwood Hills Pkwy (3600 block)
Bridgman Hall
Stein & Midelfort
Stein & Bellinger Parking Lot
Eldorado & Imperial Circle
Imperial Circle & Eldorado
MacArthur & Ruth
MacArthur & Stein
Barstow & Marston
Oakwood Mall - Younker's
Oakwood Mall - Theater
Oakwood Mall - Scheel's
Oakwood Mall - Marshall Field's
Oakwood Mall - JC Penney's
Oakwood Mall - Oakwood Hills Parkway
Super Target
Marshfield Clinic
Oakwood Center (Golf Rd.)
DeLong School (Vine St.)
Robert Rd. near Folsom St.
Robert Rd. near Moholt Dr.
N. Barstow St. near M&H
Chestnut St. & Luther Hospital
Bellinger & Spruce
Cub Foods
S. Barstow & Marston
Oakridge Rd.
Clairemont Nursing Home
Vine Street & DeLong School

2.11 Demand Responsive Service

ECT currently provides demand responsive door-to-door transit service in Eau Claire and Altoona to individuals with a disability or health-related condition, such that they:

- Cannot independently board, ride and/or disembark from the fixed route bus network or
- Are unable to utilize the fixed route network because they cannot get to or from a boarding or disembarking location.

ECT's paratransit contractor, Abby Vans, Inc., provides dial-a-ride service to all areas within city limits in the Cities of Altoona and Eau Claire. ECT's paratransit service is in full compliance with the Americans with Disabilities Act.

In order to utilize the paratransit system, passengers must call to make reservations. Reservations can be made up to 30 days in advance and ECT is generally able to accommodate trip requests

received by 4:30 P.M. the day before the desired trip. The one-way passenger fare for dial-a-ride service is \$2.00.

ECT requires passengers to provide at least one-hour notice on cancellations. Passengers who fail to show up for their scheduled pick-up 3 times within the calendar year will receive a final letter of warning stating that one more no show will result in a 30-day suspension from the use of paratransit services. The City and County of Eau Claire share responsibility for the provision of paratransit services, although the City contributes more to paying for the paratransit service since there is a higher level of demand within city limits.

Demand for ADA paratransit services is growing faster than the dollars to support it. ECT is responsible for the passenger certification and eligibility determination process and the eligibility requirements have been tightened recently. As a result, the passengers being transported are those with greater needs and tend to have more severe mobility limitations, requiring additional time for boarding and alighting, which in turn adds to the time required per trip. Abby Vans operates 12 to 14 vehicles throughout the county, with almost all in Eau Claire and its immediate environs. They carry about 250 to 280 trips a day. The service hours are the same as those of the fixed route bus system, per ADA requirements. Abby Van's bus garage is in Neilsville, although the drivers generally take the vans home at night. Table 2-15 provides a summary of ECT paratransit statistics between 1999 and 2002.

Table 2-15 ECT Paratransit Operating Statistics Trends, 1999 - 2002

Operating Statistic	1999	2000	2001	2002	% Change
Passenger Trips	25,929	27,634	41,855	40,244	55.2%
Annual Operating Cost	\$372,000	\$439,900	\$490,000	\$574,740	54.5%
EC County Contribution	\$120,414	\$122,800	\$146,000	\$163,887	36.1%
Cost/Trip	\$14.35	\$15.92	\$11.71	\$14.28	-.5%

Chapter Three – Public Participation

Public input is a vital component of any successful transit study. In order to solicit input from as many people as possible, a variety of public participation outreach techniques have been used. Drop-in sessions were conducted at the downtown Transfer Center and at Davies Center on the lower campus of UWEC. A public meeting was held in which representatives from Eau Claire neighborhood associations voiced their opinions about public transportation. Interviews with key stakeholders were also conducted. Stakeholders included ECT bus drivers, key decision makers from Eau Claire, Eau Claire County and surrounding cities, and the heads of local social service agencies and employment centers. Lastly, informal meetings were also held with drivers in their staging room to collect feedback on ways in which ECT could improve. All told, these outreach efforts provided input from over 175 people, the content of which is described below.

3.1 Drop-In Sessions

Two separate drop-in sessions were held, one at the downtown Transfer Center and the other at UWEC's Davies Center.

The responses from the drop-in sessions were overwhelmingly positive and provided valuable recommendations for improvements to the transit service. Individuals commended the quality of the drivers, the buses, and customer service. One theme gleaned from the feedback was an interest in expanded service, both in service hours and days, and in increased coverage to places like Chippewa Falls. A series of comments also addressed ways to improve the quality of the experience at the Transfer Center. Suggestions were for additional amenities, such as bathrooms, and an official presence to provide security and upkeep of the facility. Another common theme was to improve the ease of using the system, by better explaining how stops work or providing signs for bus stops. The few negative comments did not have common themes, suggesting that they are not endemic problems. More details about each session follow.

3.1.1 Downtown Transfer Center

During the consulting team's afternoon drop-in session at the downtown Transfer Center, conversations were held with more than 75 ECT passengers. The conversations were about any aspect of the transit system that the participant wanted to discuss. Overall, most passengers gave ECT fairly high marks. The following is a summary of the comments received:

General positive feedback

- ECT has good on-time performance
- ECT is a wonderful system (4 people)
- ECT drivers are careful, helpful and courteous (3 people)
- ECT drivers are nice and are just like family (2 people)
- ECT gets me to work and home with no problems
- Likes the new buses much better than the old Chance buses
- Can't beat the price of the bus!

Service characteristics

- Would like service on Sunday (11 people)
- Would like service to operate later on Saturday (3 people)
- Would like more frequent and later service to Altoona (3 people)
- Would be nice to have extended service on holidays

- Bus doesn't run late enough to get home from work at 11pm so I have to take a cab (4 people)
- Would like service to new Greyhound station (3 people)
- Direct non-stop service from the downtown Transfer Center to Oakwood Mall would be nice during the holidays and individual would be willing to pay extra for such a service
- Route 9 Saturday service should go to Wal-Mart as well as Target – could eliminate West Mac Arthur/Craig Rd segment of route to free up time without impacting ridership much
- Would like service to ShopKo in Lake Hallie
- Would like service to Chippewa Falls (3 people)
- Would like service to 10th/Hillcrest in Altoona
- Would like to be able to get to Farm & Fleet in Lake Hallie
- Would be nice to have another bus to Wal-Mart/Target from the transit center (2 people)
- ECT should operate bigger buses to the Oakwood Mall
- Would like ECT schedule to be better coordinated with UWEC class schedule (2 people)
- Would like bus stop signs at bus stops (3 people)

Transit Center comments

- Would like the transit center to be heated better
- People smoke in the transit center from time to time
- Bike rack at transit center doesn't work well with U-locks
- Sometimes the ECT drivers have a hard time pulling into the transit center with all the kids loitering outside
- Change machine in the transit center is often out of money
- Would be nice to have a pay phone at the transit center
- Would like to have public bathrooms at the transit center (3 people)

General problems

- Sometimes it's difficult to find a seat on the bus
- Has problem with drivers – reckless driving and bad attitude
- Would be good to have a security guard at the downtown Transfer Center because there are problems with people loitering and cars driving up to the transit center (3 people)
- Paperwork is excessive for getting reduced fare bus passes
- Lots of passengers eat and drink on the bus
- Some drivers improperly date monthly passes
- Don't like advertising on the bus windows
- Drivers periodically drive by passengers without picking them up (2 people)
- Sometimes kids open the bus windows in the middle of winter
- Sometimes people play music too loud on the bus

Other

- Sometimes I take ECT to get to school if I miss the school bus
- Only ride bus 3 times a year to go to doctor's office

3.1.2 Davies Center – UWEC

During the mid-day drop-in session at UWEC, the consulting team spoke with more than fifty students about ECT. The following is a summary of these comments:

General positive feedback

- ECT drivers are good at helping passengers make transfers when bus is running late
- Glad that ECT replaced old buses
- Likes the system and used it more last year when she didn't have a car
- The bus rocks!
- ECT buses are warm, on-time and never pass riders without picking them up
- ECT office staff were very helpful when this person called
- Thinks that it's good that the bus is free for university students
- Likes the new color maps
- ECT bus schedule matches UWEC class schedule well

Service characteristics

- Evening service should go until 11 PM
- Would like Sunday service
- Would like to have later Saturday service on the Route 9
- Would like more night service
- Works on the weekends and would like to take the bus to work but it doesn't run late enough to get home
- Thinks that students in Chippewa Falls would take the bus if it ran
- Would be nice to have direct service to the Oakwood Mall on Friday as there is on Saturday
- Used to ride the bus but can't anymore because he lives out of town and has to drive, even though he doesn't have a parking permit
- Would like ECT to serve the new Greyhound station
- Thinks some of the routes are too circuitous and would be good to streamline these routes
- Takes too long to get from upper campus to downtown
- In the winter it's too cold to wait for the bus at 7th/Water so he usually just walks to school instead
- ECT schedule should be moved back 5 minutes to better match the UWEC class schedule
- Would like ECT bus stops to have signs
- Doesn't think enough people know where the bus goes or when it leaves
- Doesn't understand how ECT bus stops work

Other

- Route 1 sometimes runs late
- It's been a challenge to get faculty/staff to ride the bus – many faculty members think of the bus system as a student bus system
- Parking was the #1 issue between students and the university administration, but has gotten better due to the transit system

3.2 Public Meeting

The consulting team also led an evening meeting for the general public, which was well attended. Representatives from at least seven different neighborhood associations were present, including the Upper Westside, Northside Hill, Randall Park, North River Fronts, Third Ward, East Hill and the Airport neighborhood association.

While many different issues and perspectives were discussed at the meeting, the neighborhood associations tended to be pro-transit and comments were oriented towards improving the existing service. One theme in the comments was a general interest in improving the comfort and legibility of the system through the installation of bus stops and shelters. Another theme was to increase marketing efforts and expand the use of transit passes for students and major employers. There was also some discussion about how the transit agency should function within the city's organizational structure.

Meeting attendees introduced themselves and discussed the priorities of their respective neighborhood associations. The following is a summary of the comments received:

General positive feedback

- Our neighborhood is pedestrian oriented, which the transit system complements
- Believes that the transit system ties the community together
- The transit system in Eau Claire is what makes it unique from many of the other cities in the region

Service characteristics

- Thinks that ECT Routes 3 and 4 periodically run ahead of schedule
- Would like to see a neighborhood circulator route replace long circuitous route patterns of Routes 3 and 4
- Would like service to Chippewa Falls re-introduced
- Would like later service on Route 9 and Sunday service as well
- Sometimes ECT routes are not well timed with the high school class schedule
- Would like bus stops to be marked with signs that are understandable, but not obtrusive
- Bus stop signs should be installed and they don't have to be expensive, nor do they have to be put up all at once
- ECT should install more shelters/benches for passenger comfort
- Neighborhood associations may get involved in shelter upkeep through an "adopt a shelter" program

Marketing

- Thinks that the system needs to improve marketing efforts
- Doesn't think that ECT map/schedule is accessible enough
- Old ECT bus stop signs used to have the route map on them to educate passengers on where the route operates
- Would like ECT to work out a discounted pass with Eau Claire high schools
- Thinks the new semester pass program with CVTC is a great idea
- Suggests that ECT work with some of the larger employers in Eau Claire to increase system-wide ridership through the use of discounted passes, etc.
- ECT should work with the convention bureau to sell day passes to tourists

- ECT has done a good job increasing UWEC student ridership and would like to see this continue such that student parking does not become a problem in Third Ward neighborhood
- Thinks the transit system should be free to get people out of their cars and on the bus

Organization

- Transit would be better off if it were its own independent agency, instead of being a subdivision of the Public Works Department
- Thinks the transit system should be given the same level of consideration as police/fire when new development projects are being considered
- ECT should work with the planning department more to be able to anticipate and shape growth and development patterns throughout the city

Other

- City is considering building a new parking garage downtown
- Buses are loud

3.3 Stakeholder Interviews

In addition to the drop-in sessions discussed above, interviews were conducted with key transit stakeholders, such as key decision makers from the City and County of Eau Claire and heads of local social service agencies and employment centers. A meeting was also held with the planner from the City of Chippewa Falls, as this project will evaluate the feasibility of expanding service to this community. A total of 29 stakeholder interviews were conducted during the consulting team's site visit on December 2-5, 2002. A complete list of all stakeholders interviewed is in Table 3-1.

Table 3-1 Stakeholders Interviewed

Name	Title	Organization
Mark Jones	Owner	Abby Vans, Inc.
Cindy Haag	Chair	Eau Claire County Transportation Coordination Advisory Committee
Lynda Brummer	Director	Eau Claire County Department on Aging
Laura Hookom	Director	Eau Claire Senior Center
Tom Wirth	Acting Director	Eau Claire County Human Services
Shereen Beaulieu	Contract Planner	Eau Claire County Human Services
Tom McCarty	Administrator	Eau Claire County
Howard Ludwigson	Chair	Eau Claire County Board of Supervisors
Jayson Smith	Planner	City of Chippewa Falls
Christena O'Brien	Reporter	Eau Claire Leader-Telegram
Don Norrell	City Manager	City of Eau Claire
Brian Amundson	Director	Department of Public Works
Howard White	President	Eau Claire City Council
Kevin Willer	Operations Director	Oakwood Mall

Name	Title	Organization
Jim Sadler	Mall Manager	Oakwood Mall
Tim O'Reilly	Assistant Principal	Delong Middle School
Jennifer McDonough	Assistant Principal	South Middle School
Don Imm	President	ATU Local 1310
Craig Carlson	Director	Eau Claire Industrial Development Corp
Bob McCoy	Director	Chamber of Commerce
Jackie Paveleski	Government Affairs	Chamber of Commerce
Donna Fortein	Member	Barrier Busters
Dave Thobaben	Student Life Director	Chippewa Valley Tech. College
Bill Harms	Student Services Director	UWEC
Gary Bartlett	Director of Parking and Transportation	UWEC
Kevin Funk	Student Senator	UWEC
Nanette Vetsche	Supervisor	Eau Claire County Workforce Center
Mike Schatz	Director of Economic Development	City of Eau Claire
Scott Rasmussen	Administrator	City of Altoona
Tammi Schraufnagel	Board Member	Downtown Eau Claire, Inc.

Some of those interviewed are quite familiar with the day-to-day operations of the City's transit system and were able to discuss the strengths and weaknesses of ECT. Others were far less knowledgeable regarding ECT, but offered a valuable perspective on the social, political, and economic conditions and on how ECT might be able to respond to changing trends in these areas. The result was a mixture of detailed analysis and broad ranging discussion about the issues affecting transit provision in Eau Claire. This public participation approach provided valuable perspectives and a context for framing the overall study objectives, and should prove useful as preliminary recommendations are developed. The major themes gleaned from the stakeholder interview process are discussed below.

3.3.1 Attitudes and Perceptions

Stakeholders were asked about their general perceptions regarding transit services in the region. There was an overwhelming amount of support and appreciation for the transit services provided by ECT among the majority of the individuals interviewed. Many stakeholders indicated that ECT has a very positive image in the community and is quite responsive to changes within the community to ensure that the transit system continues to meet the community's needs. Some of the recent improvements in ECT service include its UWEC service and the installation of bicycle racks on all buses. People also appreciate the new buses that ECT currently operates.

When asked about ECT's public perception one story that surfaced on several occasions was the overwhelming community support demonstrated for ECT in 1995/1996, when the Eau Claire city council considered a proposal to eliminate the transit system. According to most accounts, there was a tremendous turnout at these city council meetings and the central message was that the transit system was a valuable asset to the community even though many of these people did not personally use ECT. These individuals seemed to appreciate having a fixed route transit system in

the community for those who did need it and possibly for themselves in the event that their circumstances were to change.

Interviewees were also asked about the weak links in the region's existing transit system. Some individuals were not knowledgeable enough with the transit systems to be able to accurately identify weak links. Additionally, a fair number of stakeholders did not think that there were many weak links in Eau Claire's transit services. Among the individuals who were well versed with ECT, the following is what they identified as weaknesses in the existing transit service:

- Downtown Transfer Center is a blight to the community
- Lack of marketing capabilities
- Lack of service to outlying communities
- Routes are too long and circuitous
- Excessively long travel times
- Infrequent service to some locations
- Increasing paratransit costs
- Lack of bus shelters
- Lack of signage at bus stops

3.3.2 Recommended Service Improvements

During the interviews, stakeholders were asked what improvements they would recommend for ECT. The issue that most stakeholders brought up was improved marketing of the transit system. Many stakeholders felt as though ECT did not do enough in this area and should be able to increase ridership and improve its image within the community by spending more time and energy on marketing.

Unlike the previous section in which there was a high degree of consensus on many issues, there was no universal theme to improving transit services in Eau Claire. Consequently, it is not considered worthwhile to discuss these issues in great detail at this point in time. As these issues and opportunities become more developed in this study process, considerable attention will be dedicated to developing feasible alternatives to improve the provision of transit services within the community. Among the many different suggestions voiced by the stakeholders are the following:

- Smaller buses
- Extend fixed route service to Chippewa Falls and other outlying communities
- Switch to cab/on-demand transportation system
- Increase marketing efforts
- Provide service to the new Greyhound station
- Provide deviated fixed route service
- Evaluate potential for a park and ride lot
- Improved service to senior housing/centers
- Employer sponsored transportation initiatives whereby employees might get a price break on an ECT monthly pass
- Develop wider ridership base

3.3.3 Looking to the Future

Stakeholders were also asked about the future of transit services in Eau Claire and were encouraged to provide their long-term vision for how transit might operate five, ten or fifteen years

from now. Some stakeholders did not have grandiose plans for the future provision of transit services in Eau Claire, while others presented fairly ambitious plans for improving transit services in the region. The following is a summary of the comments received.

One concept that came up in several conversations was service expansion to Chippewa Falls. Several individuals thought that there was demand for service between Eau Claire and Chippewa Falls, primarily for work-related and shopping trips. However, there were some concerns raised regarding this proposal as well. Under Wisconsin state law, every municipality or township receiving transit services must participate in funding the transit system. Therefore, in order for ECT to extend service to Chippewa Falls, both the Village of Lake Hallie and the City of Chippewa Falls would have to help fund the service provided to each community. Most stakeholders seemed to agree that currently this would be quite a challenge.

Another topic that was raised multiple times was the proposal of providing late night service to UWEC that did not come to fruition last year. Several stakeholders thought that operating late night service for UWEC students was a good idea, regardless of whether it was being used as a “drunk bus”, for students to get home from a movie, or to come home from the library. According to most accounts, the late night UWEC transit service proposal faltered due to ECT costs higher than what UWEC could afford.

Another service concept that seemed to garner a fair amount of support was the provision of Sunday service. While this service might not perform as well as weekday transit service, some individuals thought that Sunday service would provide a valuable “lifeline” public transportation service for those that have no other transportation option available.

Although not as popular as some of the other service options discussed, deviated fixed route service was also mentioned as a valuable community transit service. Potential beneficiaries include individuals with children, as it might allow them to take transit to drop their children off at childcare and then continue on the same vehicle to their place of employment.

The last comment regarding the future of transit services in Eau Claire was related to the possible expansion of passenger rail service to Eau Claire in the next ten to twelve years. This passenger rail service would likely operate between Minneapolis-St Paul and Milwaukee and possibly on to Chicago as well. In the event that this project happens, it was mentioned that ECT would need to provide service to the train depot in Eau Claire.

3.4 Driver Meetings

Informal meetings were held with ECT drivers in the driver staging room from 5:30 AM to 7:00 AM on December 4, 2002 as drivers were getting ready for their shift. Many of the driver comments focused on recommendations for specific routes, which suggest the need for service expansion and changes. Other comments tended to be common requests or complaints from passengers.

The following is a summary of the comments received during this session:

- ECT buses are well maintained, although passengers periodically complain about vehicle cleanliness. Driver noted that buses are well heated and generally run on-time
- Route 1 is heavily utilized, especially on Saturday

- Route 1 would benefit from having a second bus, particularly on the route segment serving Wal-Mart, as loads are often quite heavy - resulting in on-time performance issues
- ECT Route 5 is one of the system's busiest routes, particularly between 6:15 AM and 8:15 AM when it isn't uncommon for 20-25 passengers to be onboard
- The route segment of Route 9 from the Towers to the west has very light ridership on Saturday and should be redesigned
- Although Route 10 may not get the highest ridership, people rely upon this route to get to work and might not be able to get to work if the route was eliminated
- Route 8 sometimes has running issues due to Middle School kids getting off wherever they want
- The timepoints at Memorial High School on Route 8 Memorial should be moved back approximately 3 minutes to correct on-time performance issues
- Both Route 5 and Route 8 Folsom/Vine are tight routes that can generally be run on time but just one small incident and the route runs late.
- Route 11 is well thought out and takes the load off of Route 5, as well as connecting to the Oakwood Mall Route 6 – could possibly improve alignment to the east of Route 53, though
- Not sure why ECT uses the “figure 8” route configuration. Why not just call route 8A and 8B separate routes?
- Another driver thinks route structure works great and doesn't have any running issues on the routes that he drives
- One driver would like to have a traffic light installed at the intersection of Main and Margaret as it can be tough to make turns there
- Passengers often request public bathrooms at the downtown Transfer Center
- Often hear that passengers want service to the new Greyhound bus station
- Bus stop at 1st and Lake on the west side of the bridge can be dangerous and many UWEC students like to get off at that stop

3.5 Additional Community Input

In addition to the specific outreach efforts, a variety of comments from community members were submitted in the form of phone calls, letters, and other media. These comments are summarized and included below:

- An elderly woman living in Chippewa Falls pays taxes to Lake Hallie and “begged” for bus service in her area. She currently walks over a mile to catch the North High bus, but the walk is getting too difficult for her as she grows older
- The owner of the local Greyhound Depot is interested in seeing service extended to the new Greyhound station located at McDonalds, near the intersection of I-94 and Highway 124
- A disabled, non-ambulatory rider who uses both the fixed route and paratransit services extensively, praised the service, but seeks Sunday service
- Residents from Chippewa Falls expressed interest in bus service to and from Eau Claire. It is believed that residents of Chippewa Falls would use the service extensively to travel to the Oakwood Mall, and that residents of Eau Claire would benefit as well
- A representative from the Career Development Center requested service to the Presto Company, which has many transit-dependent employees. North High – Locust Lane comes close to Presto's location @ the 3600 block of Melby Street, but there is no closer service during the day

- Residents in the Zephyr Hill neighborhood desired more direct service to local schools. Zephyr Hill is served by Route 4, but Route 3 provides service to their schools. Service frequency was also an issue, and residents requested more frequent service to accommodate North High School students
- Officials at the Chippewa Valley Regional Airport were very supportive of ECT's efforts, and liked the idea of extending service to Menomonie and Chippewa Falls. Officials also offered ECT the use of its airport terminal as a second bus terminal. This would provide heated space, lobby chairs, covered sidewalk, snow removal, vending machines, on-site security, and other amenities.

3.6 Summary

The overarching message sent by these public outreach efforts is that ECT is providing high quality service to current riders, but also that there are physical and service improvements that will better satisfy the mobility needs of current passengers and encourage use by new riders. The analysis completed in Chapter 6 examines the feasibility of making many of these changes and the recommendations developed in Chapter 7 identify those that will best address the needs of the community.

Chapter Four – Current Route Activity

This chapter summarizes the current activity on ECT's fixed-route bus service at the system-wide and route levels. All ECT boarding and alighting data comes from the boarding and alighting survey conducted by the consulting team on November 19 and 20, 2002.

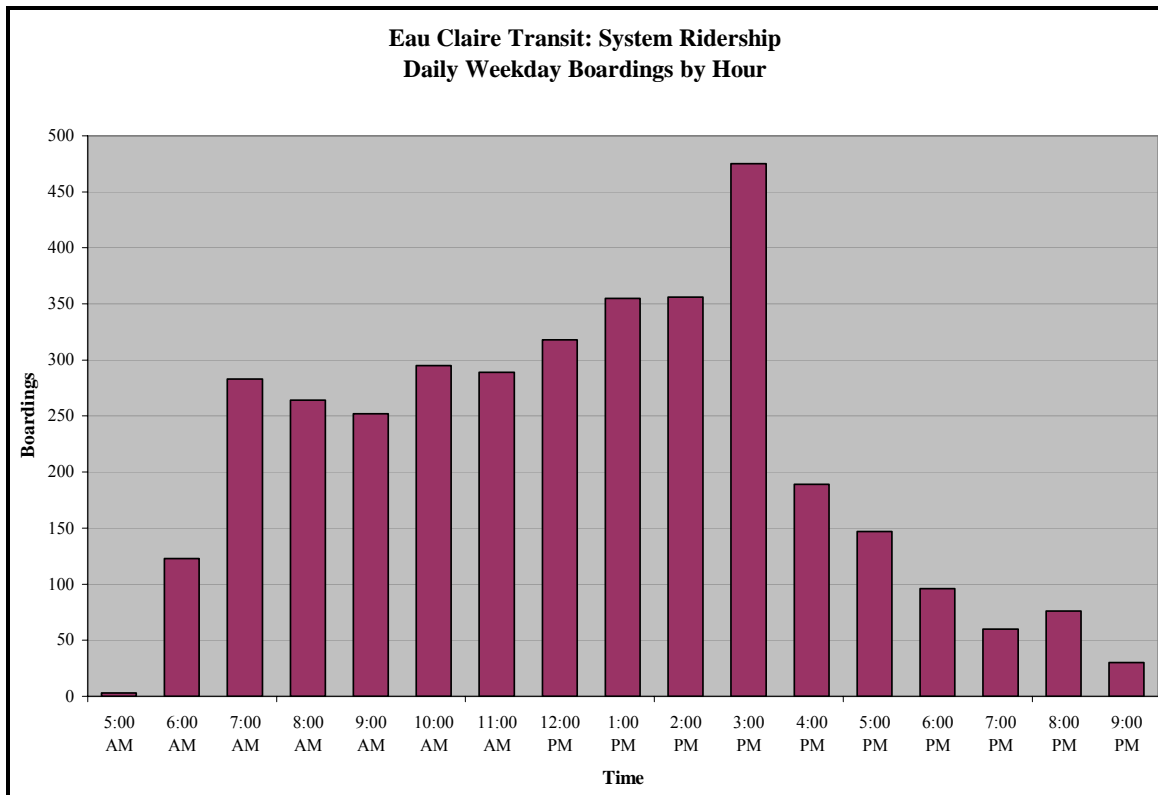
The chapter begins with an overview of system activity, including system-wide boardings by time of day, transfer activity, and on-time performance. It then discusses activity on routes and specific route segments, giving a sense of where each route's strengths and weaknesses lie. A route profile for each ECT route provides a basic description of the route, headways by time of day, boardings by time of day, and the locations of the route's highest activity. A descriptive narrative synthesizes route activity, highlighting the trends in boarding by time of day and the trends in boarding and alighting by stop. A chart with ridership activity by time of day is provided in each route profile. Charts of route activity by stop are in the appendix.

4.1 System-Wide Activity

The following data were collected in the boarding and alighting survey and provided by ECT. A total of 3,611 boardings were observed during the boarding and alighting survey.

4.1.1 Ridership Activity by Time of Day

As shown in Figure 4-1, weekday ridership activity experiences an early morning peak at 7:00 A.M. (283 boardings) and then dips slightly by midmorning (9:00 A.M., 252 boardings). After 9:00 A.M. boardings increase gradually until they peak in the late afternoon, with the highest daily boardings occurring at 3:00 P.M. (475 boardings). Boardings decrease significantly in the late afternoon and evening, dropping to 189 boardings at 4:00 P.M. and continuing to decline until 9:00 P.M. (30 boardings). These observations indicate a general pattern of higher transit use from late-morning to early afternoon. This pattern may be attributed in part to UWEC student activity and UWEC class schedules. However, a review of system boardings without Route 9 University revealed a similar pattern, indicating that university activity does not define the overall ridership trend.

Figure 4-1 System-Wide Daily Boardings by Hour

4.1.2 Transfer Activity

ECT collects transfer data in January of each year. The following observations are based on transfer data collected by ECT on Thursday, January 23, 2003.

There is moderate transfer activity within the ECT system. The routes most transferred to are Routes 1, 7, and 8, with 19, 25, and 40 transfers respectively. Routes 3, 5, 7, and 8 are the most transferred from routes, with 23, 22, 21, and 39 transfers respectively. The most common transfer pairs were between Routes 8 and 3, Routes 7 and 11, and between Routes 5 and 1, and Routes 5 and 2. Route 6 experienced the lowest number of transfers to or from, with the exception of Route 9. Route 9 experienced only 2 transfers. This is likely a reflection of the fact that UWEC students and faculty do not need to use transfers because their pass allows them to ride for free on any route. Thus student and faculty transfer activity is not accounted for in this transfer matrix. However, transfer activity was also observed during the drop-in session at the Transfer Center. At that time, it was apparent that many of the passengers transferring at the Transfer Center were in fact UWEC students. Large numbers of passengers were also observed transferring to buses on routes serving the malls (Routes 1 and 6).

Table 4-1 displays ECT's transfer matrix.

Table 4-1 Transfer Matrix

ROUTE NAMES	FROM	TO											TOTAL	
		1	2	3	4	5	6	7	8-1	8-2	9	10		11
Margaret Malls	1		1	1	2			3	3	1	1		3	15
Mt. Wash. / DeLong	2	2		2		1		5		2	1	3		16
North High	3	1	1	1	1	4	5	2	6	1		1		23
Locust Lane	4	2	3			1		2	3	1		1	3	16
Rudolph / West Mac.	5	5	5	1	1	1		4	4	1				22
Putnam Heights Mall	6			1		2		1	1	1				6
West Clair. / Altoona	7	1	1	3	1	3			2	3		2	5	21
Folsom and Vine	8-1	4		6	1	1		3		3			3	21
Memorial	8-2	2	3	2	2	1	1	3	2			1	1	18
University	9													0
Alpine	10				1	1	1	2	2				3	10
South Loop	11	2	2		1					4			1	10
	TOTAL	19	16	17	10	15	7	25	23	17	2	8	19	

4.1.3 On-Time Performance

During the boarding and alighting survey, the surveyors noted the actual time at various time-points along each route. The actual time was compared to the scheduled time from a random sample of runs from each route. Buses arriving more than 2 minutes ahead of schedule were considered “early,” while those buses arriving more than 5 minutes after the scheduled time were considered to be “late.” This analysis showed that on-time performance is not a significant problem for ECT. In general, buses are usually on time. If they are not on time, they were more likely to be early than late.

4.2 Route-Level Activity

The data for the following profiles are based on that collected in the boarding and alighting survey and on information provided by ECT. A total of 3,611 boardings were observed during the boarding and alighting survey. The distribution of boardings by route is detailed in Table 4-2, below.

Table 4-2 Boardings by Route, Boarding & Alighting Survey

ROUTE	BOARDINGS
1 Margaret Malls	232
2 Mt. Washington	139
2 DeLong	173
3 North High	179
4 Locust Lane	163
5 Rudolph Road	140
5 West MacArthur	175
6 Putnam Heights Malls	184
7 West Clairemont	164
7 Altoona	168

ROUTE	BOARDINGS
8 Folsom & Vine	281
8 Memorial	278
9 University	1012
10 Alpine	74
11 South Loop	157
3 4 Evening North High Locust Lane Combination	9
9 Evening University	83
TOTAL	3,611

4.2.1 Route 1 Margaret | Malls

Route 1 operates along Main Street, Margaret Street, East Lexington Boulevard, and Oakwood Mall Drive. For descriptive purposes, the segment of the route from the Transfer Center to Oakwood Mall is called “outbound” and the segment from Oakwood Mall Theatres back to the Transfer Center is called “inbound”.

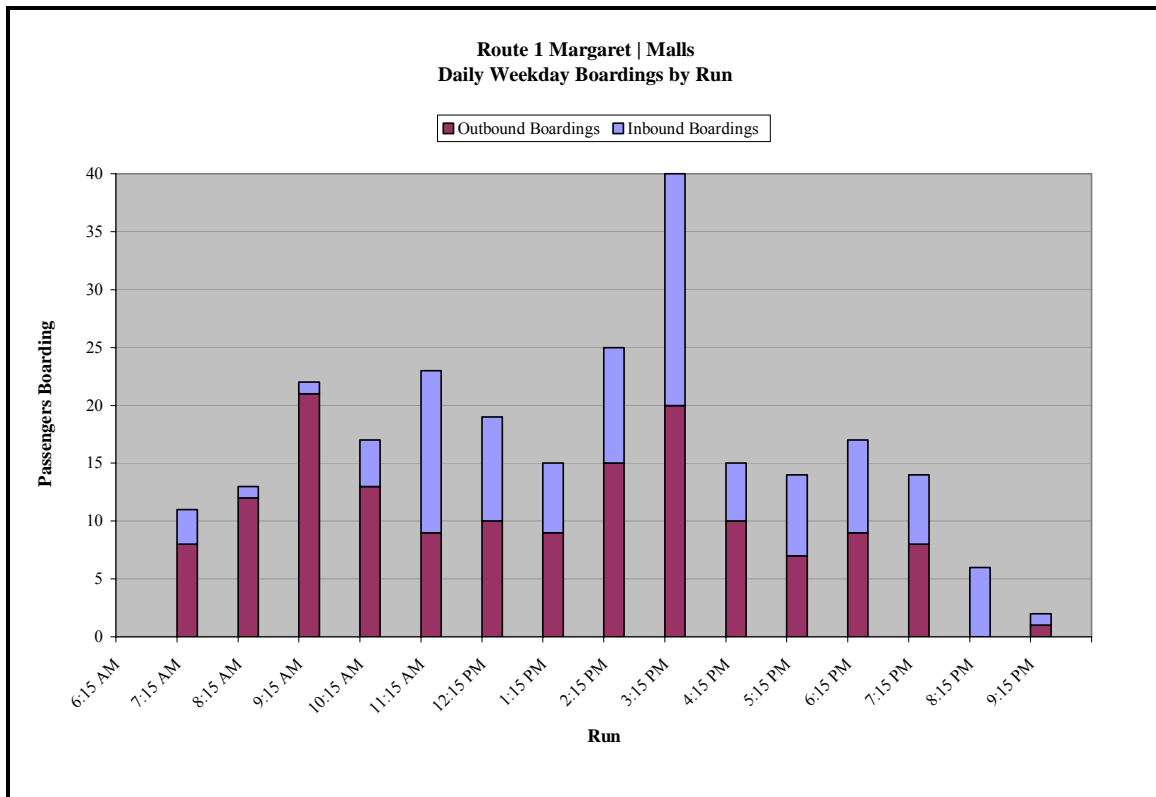
Time of Day ¹	Headway (minutes)	Weekday Boardings
AM	60	25
Midday	60	74
PM	60	94
Night	60	39

Route Activity by Time of Day

Route 1 is busiest on its 3:15 P.M. run (40 boardings). The busiest outbound runs are at 9:15 A.M. and 3:15 P.M., which carried 21 and 20 passengers, respectively. The busiest inbound runs are at 11:45 A.M. and 3:45 P.M., which carried 14 and 19 passengers respectively. In general, most passengers are traveling outbound during the morning and early afternoon, and traveling inbound in the late morning and evening. In the morning, ridership is higher leaving the transfer center than coming into it. In contrast, average afternoon and evening ridership is higher coming into the transfer center than leaving from it.

¹ The clock times corresponding to each time period are as follows:

AM 5:00 A.M.-10:00 A.M.
 Midday 10:00 A.M. – 2:00 P.M.
 PM 2:00 P.M. – 6:00 P.M.
 Night 6:00 P.M. – 11:00 P.M.



Boarding and Alighting Activity by Stop

As to be expected, boarding and alighting activity is concentrated at the transfer center and at the Oakwood Mall. The busiest stops and their corresponding number of boardings are: Transfer Center (100), Wal-Mart (28), Oakwood Mall Theatres (17), and Oakwood Mall 1st Stop (10). Segments of very low ridership activity occur throughout the rest of the route. No stops between the transfer center, the mall, and those clustered along South Hastings receive any greater than 5 boardings and alightings. Several received no ridership activity at all, notably those in the middle of the route along Margaret Street.

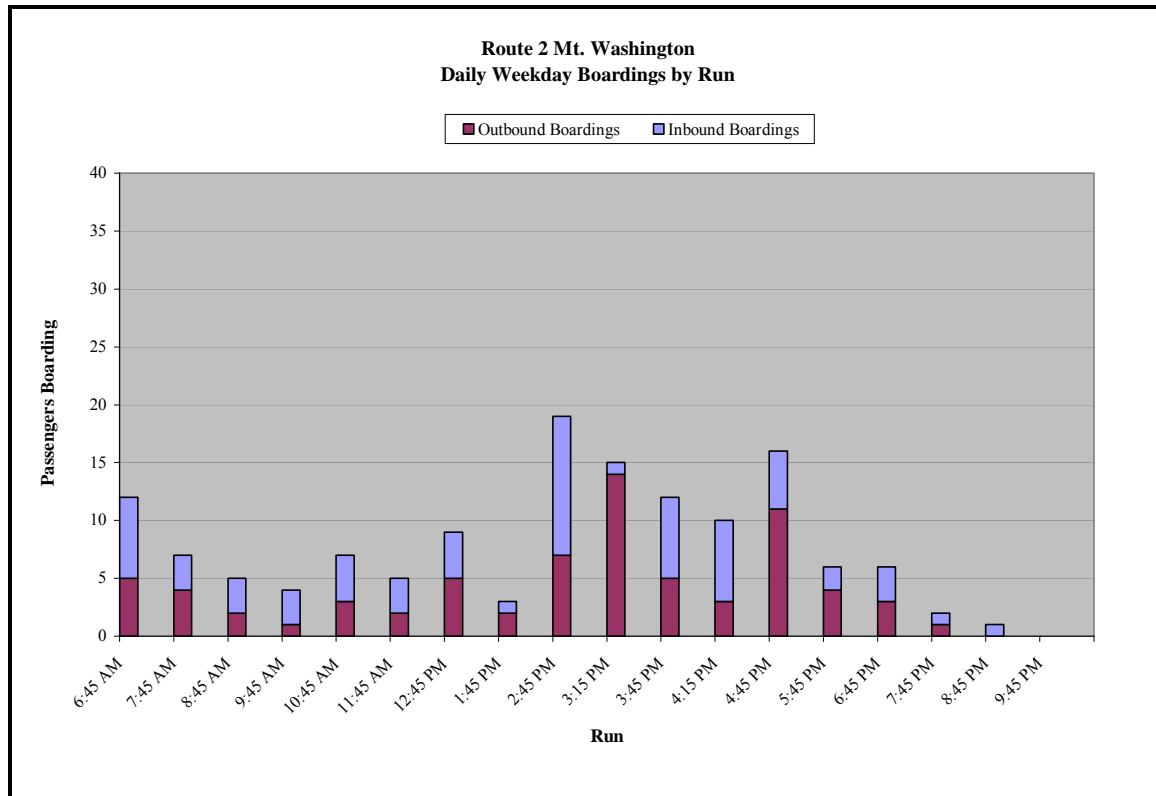
4.2.2 Route 2 Mt. Washington

Route 2 Mt. Washington operates along Lake Street, Water Street, Menomonie Street, Ferry Street, Cleveland Street, and Crescent Avenue. For descriptive purposes, the segment of the route from the Transfer Center to Cleveland and Pitt is called “outbound” and the segment from the Mt. Washington Residence back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	25
Midday	60	26
PM	30/60	77
Night	60	11

Route Activity by Time of Day

The Route 2 Mt. Washington loop experiences the busiest ridership in the late afternoon and early evening, with a peak boarding of 19 at 2:45 P.M. Outbound Mt. Washington's ridership peaks at 14 passengers at 3:15 P.M. Mt. Washington inbound experiences three distinct peaks at 7:00 A.M., 3:00 P.M., and 5:00 P.M. These peaks carry 16, 15, and 16 passengers per hour, respectively.



Boarding and Alighting Activity by Stop

Boarding and alighting activity along the Mt. Washington loop of Route 2 is concentrated at the Transfer Center, with 68 boardings. Other locations with significant activity include Menomonie/Ferry (9 boardings and 6 alightings), the Mt. Washington Residences (10 boardings and 10 alightings), and 4th/Niagara (9 boardings). The remainder of the route experiences minor additional boardings and very few alightings. Segments of very low ridership activity occur between Ferry/Crescent and Water/7th, as well as between 4th/Broadway and the Transfer Center.

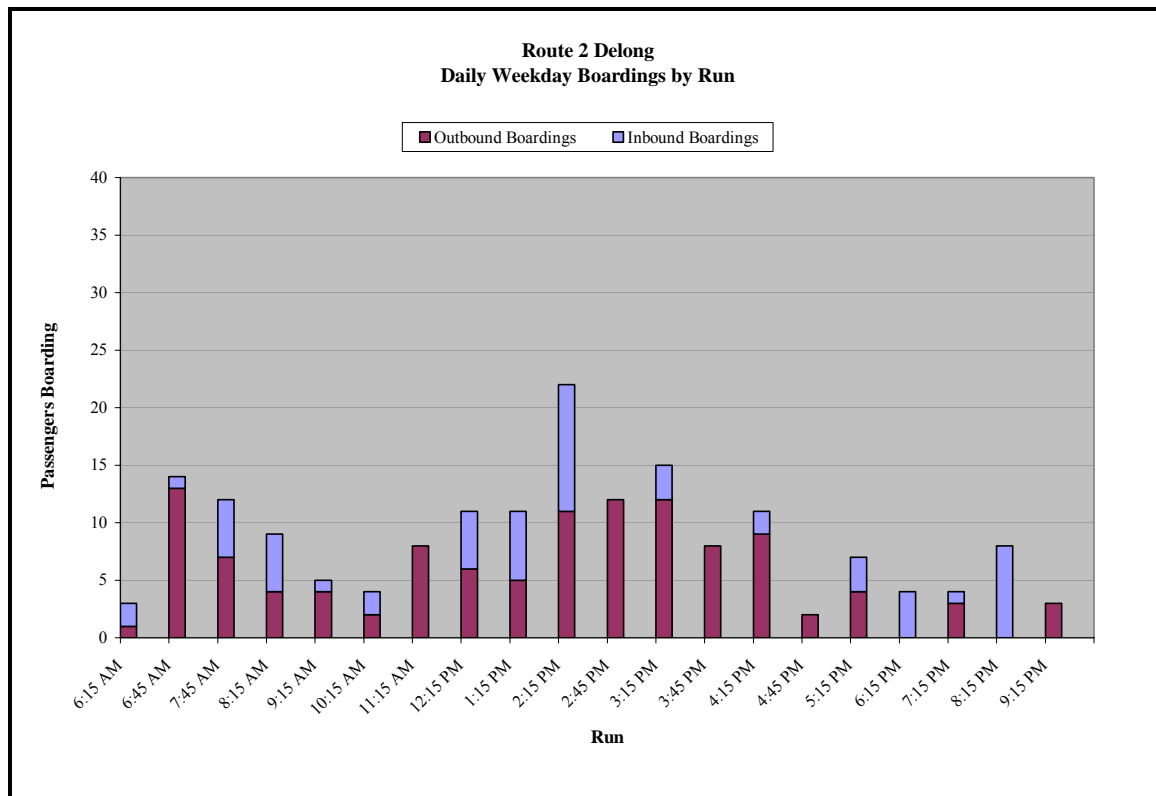
4.2.3 Route 2 Delong

Route 2 Delong operates along Lake Street, Fifth Avenue, Vine Street, Fairmont Avenue, Cameron Street, and Whipple Street. For descriptive purposes, the segment of the route from the Transfer Center to Fairmont and Poplar is called “outbound” and the segment from Fairmont and Crestview back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	30/60	43
Midday	60	34
PM	30/60	77
Night	60	19

Route Activity by Time of Day

The most activity on the Delong segment of Route 2 occurs midday, peaking at 2:15 P.M. with 22 boardings. Outbound, the busiest runs are early morning (6:45 A.M.) and during a two hour period in the early afternoon (2:15 P.M. to 4:15 P.M.). The morning peak carries 13 passengers, while the afternoon peaks at 12 passengers. Delong inbound has three distinct peaks in ridership by time of day. There is a large peak during the first runs of the morning at 7:02 A.M., another large peak in the mid-afternoon (2:32 P.M.), and a final peak in the evening at 8:32 P.M. These peaks carry 10, 11, and 8 passengers per hour, respectively.



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated at the Transfer Center, with 101 boardings. Other activity points include Vine/Delong (9 boardings) and Cameron/Bellinger (6 boardings). Segments of very low ridership activity occur outbound between Madison and Whipple and Vine at Delong. Inbound Route 2 Delong experiences very low ridership activity between Cameron/Nickolas, and Cameron/Whipple, and between 5th/Fulton and the Transfer Center.

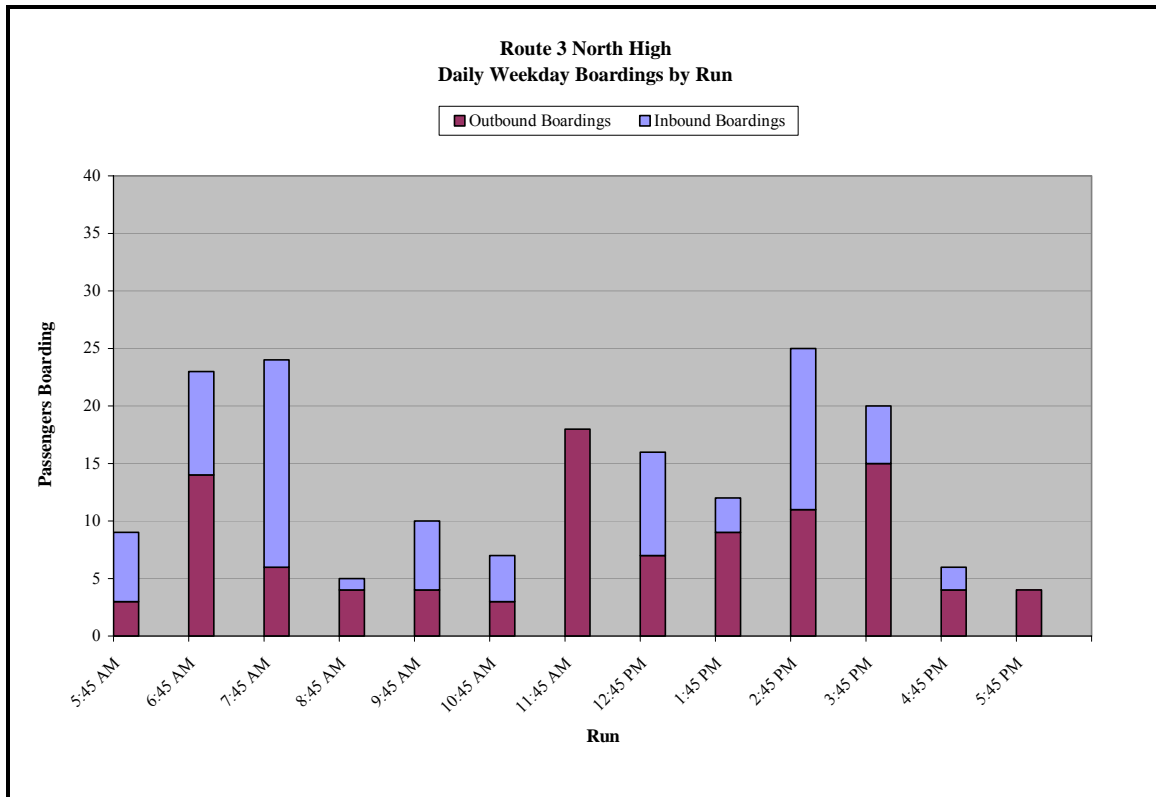
4.2.4 Route 3 North High

Route 3 operates along Farwell Street, Birch Street, Western Avenue, Anderson Drive, White Avenue, Hogarth Street, Starr Avenue, Eddy Lane, and Piedmont Road. For descriptive purposes, the segment of the route from the Transfer Center to Sundet and Anderson is called “outbound” and the segment from Anderson and Hogarth back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	65
Midday	60	56
PM	60	58

Route Activity by Time of Day

Boardings on Route 3 peak in the early morning (6:45 A.M. to 7:45 A.M.) and early afternoon (2:45 P.M. to 3:45 P.M.). In general, most passengers travel in the morning between 6:45 A.M. and 7:45 A.M., and in the afternoon between 11:45 A.M. and 3:45 P.M. In the morning ridership is higher coming into the Transfer Center than leaving from it. In contrast, in the afternoon ridership is slightly higher outbound than inbound.



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated at the Transfer Center (66 boardings and 71 alightings), Mercury at North High (26 boardings and 5 alightings), Belleview/Spring (2 boardings and 11 alightings), and Western/Marquette (17 alightings). There is very low activity on the majority of Route 3 in both directions, with outbound experiencing slightly more activity than inbound. Segments of very low ridership activity occur mostly in the inbound leg of Route 3, between Andersen/Hogarth and Mercury at North High.

4.2.5 Route 4 Locust Lane

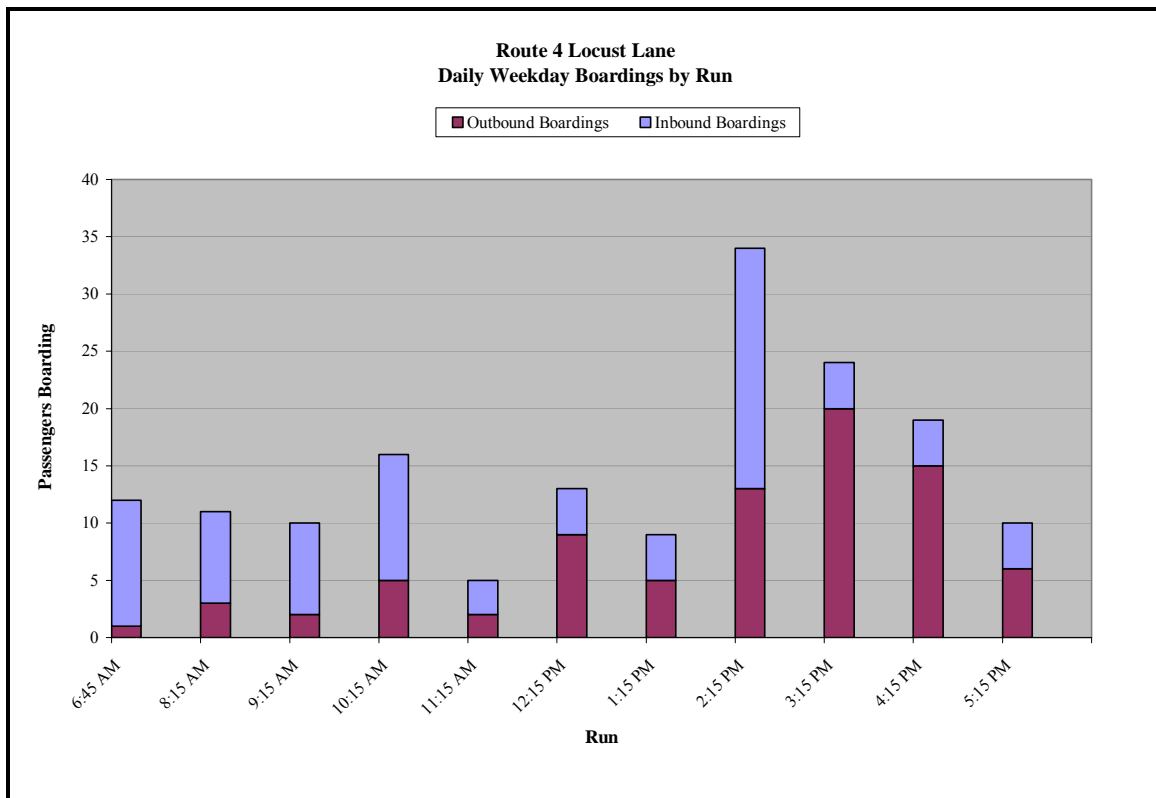
Route 4 operates along South Barstow Street, Forest Street, Birch Street, Brookline Avenue, LaSalle Street, Abbe Hill Road, Eddy Lane, Locust Lane, and Zephyr Hill Avenue. For descriptive purposes, the segment of the route from the Transfer Center to Eastlawn and Lake Hallie is called “outbound” and the segment from Lake Hallie and Locust Lane back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	33
Midday	60	43
PM	60	87

Route Activity by Time of Day

Activity is highest on Route 4 in the afternoon, peaking on the 2:15 P.M. run with 34 boardings. On the whole, ridership is relatively constant in the morning, dips somewhat midday, and peaks in the afternoon. The busiest inbound runs are at 2:48 P.M. (21 boardings), 7:48 A.M. and 10:48 A.M.

(11 boardings each), and in the afternoon traveling outbound at 3:15 P.M. (20 boardings), 4:15 P.M. (15 boardings) and 2:15 P.M. (13 boardings).



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated at the Transfer Center (78 boardings and 72 alightings), Cub Foods (12 boardings), and Birch/Dewey (5 boardings and 3 alightings). There is moderate activity inbound along Birch Street between Fall (6 boardings) and Dewey (6 boardings, 3 alightings), and moderate alightings outbound along Birch, between Eddy (1 boarding and 5 alightings) and Cub Foods (12 alightings). Segments of very low ridership activity occur outbound between Brookline and Essex and Abbe Hill and Eddy, and inbound between Abbe Hill and Terry to Zephyr Hill and Peebles.

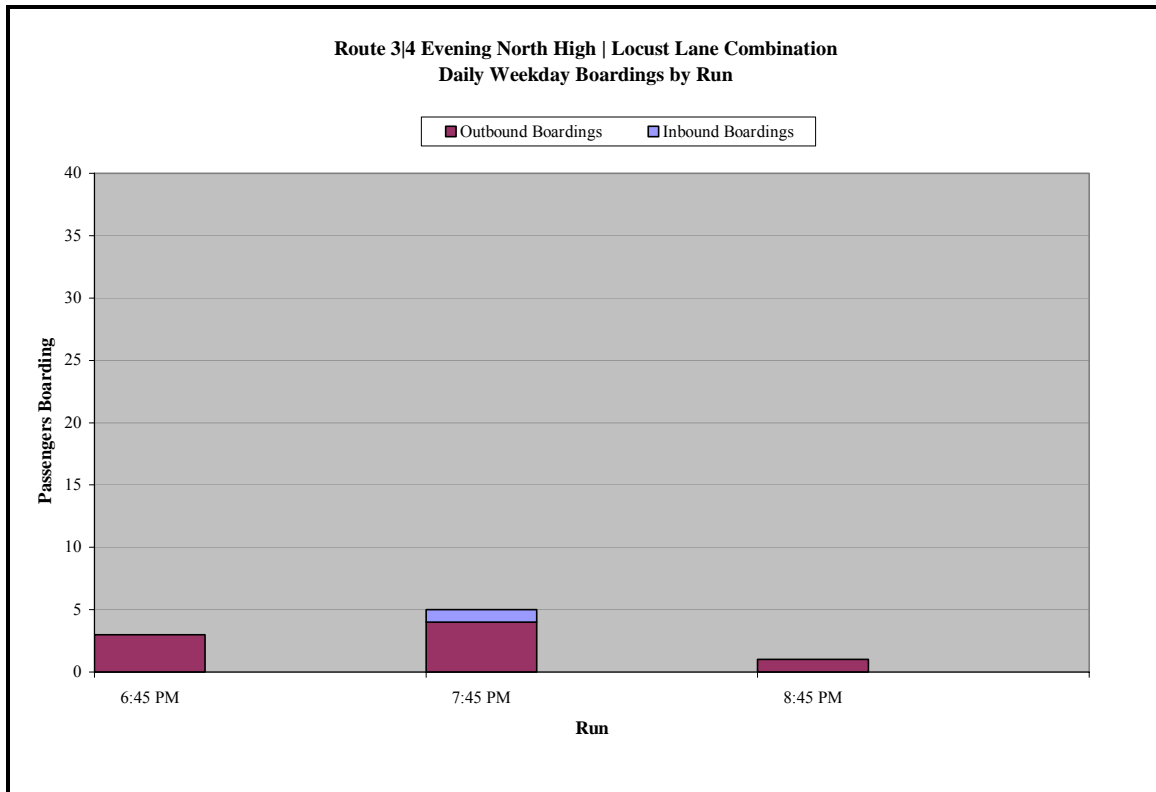
4.2.6 Route 3/4 Evening North High | Locust Lane Combination

Route 3/4 operates along South Barstow Street, Forest Street, Birch Street, Western Avenue, Piedmont Road, Eddy Lane, Starr Avenue, Runway Avenue, Locust Lane, and Zephyr Hill Avenue. For descriptive purposes, the segment of the route from the Transfer Center to Runway and Lark is called “outbound” and the segment from Runway and Robin back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
Night	60	9

Route Activity by Time of Day

Ridership on Route 3/4 is quite low, with its busiest runs outbound at 6:45 P.M. (3 boardings) and 7:45 P.M. (4 boardings). Inbound route 3/4 picked up only one passenger traveling at 8:14 P.M.



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated at the Transfer Center. All outbound boardings occur at the Transfer Center, with alightings at Barstow/Eau Claire (2), Birch/Germania (2), and at Birch/Centre, Birch/Spring, Seymour/Western, and Melby/White (1 each). Inbound, one passenger boarded at LaSalle/Service Road and alighted at Birch/Deyo.

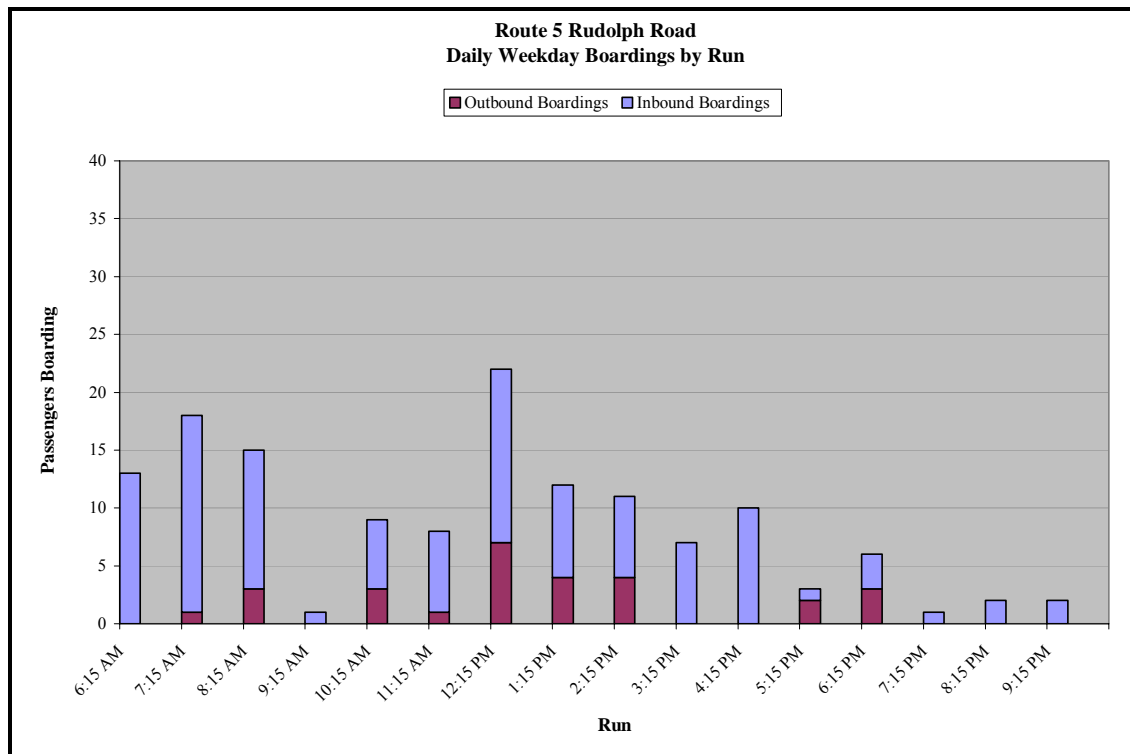
4.2.7 Route 5 Rudolph Road

Route 5 Rudolph Road operates along South Farwell Street, Harding Avenue, Rudolph Road, Golf Road, and Fairfax Street. For descriptive purposes, the segment of the route from the Transfer Center to Rudolph and Meadow is called “outbound” and the segment from Rudolph and Golf back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	47
Midday	60	51
PM	60	31
Night	60	11

Route Activity by Time of Day

Activity on Route 5 is fairly constant throughout the day until 4:15 P.M., at which point ridership drops off. Boardings peak in the early morning on the 7:15 A.M. run (18 boardings) and on the 12:15 P.M. run (22 boardings). Route 5 Rudolph Road has its busiest runs inbound at 7:30 A.M. (17 riders), with a secondary peak and plateau in the early afternoon (15 riders at 12:30 P.M. to 10 riders at 4:30 P.M.). Outbound ridership activity is lower, with moderate activity midday and low activity in the morning and evening. In general, most passengers are traveling inbound and passengers traveling outbound tend to do so during the midday.



Boarding and Alighting Activity by Stop

Activity on the Rudolph segment of Route 5 is concentrated at the Transfer Center (91 boardings, 62 alightings), Farwell/Earl (13 boardings, 4 alightings) and Washington/Dewey outbound (4 boardings, 8 alightings). Segments of very low ridership activity occur outbound between

Washington/Dewey and the end of the outbound segment at Rudolph/Meadow Lane. Inbound activity is low along most of the route between Fairfax/Sessions and Farwell/Earl.

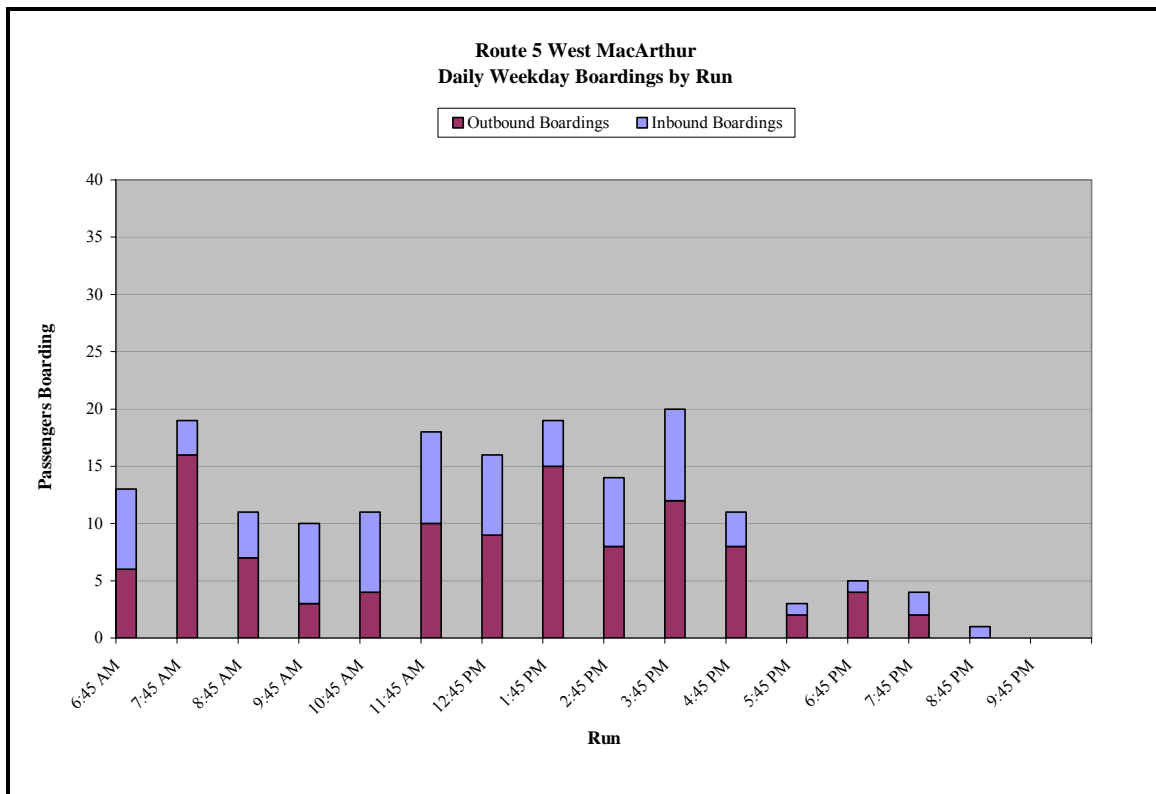
4.2.8 Route 5 West MacArthur

Route 5 West MacArthur operates along South Farwell Street, State Street, MacArthur Avenue, West Hamilton Avenue, and Westover Road. For descriptive purposes, the segment of the route from the Transfer Center to Shopko Plaza is called “outbound” and the segment from Shopko back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	53
Midday	60	64
PM	60	48
Night	60	10

Route Activity by Time of Day

Boardings on the MacArthur segment of Route 5 are fairly constant from the early morning run at 5:45 A.M. (13 boardings) to the late afternoon run at 4:45 P.M. (11 boardings) and then decrease into the evening hours. A peak in boardings occurs on the 3:45 P.M. run with 20. In the morning, ridership is higher leaving the Transfer Center than coming into it.



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated at the Transfer Center (76 boardings and 104 alightings) on one end and at the Shopko Plaza (51 boardings, 32 alightings) at the other. Moderate activity also takes place at Ron's Castle Foods (12 boardings, 8 alightings). Both inbound and outbound routes experience very low ridership activity between their endpoints. Inbound, there is virtually no activity between Westover/West Haven and Washington/Barstow. Outbound segments of inactivity are found between Farwell/Martson and Thomas/Kenney.

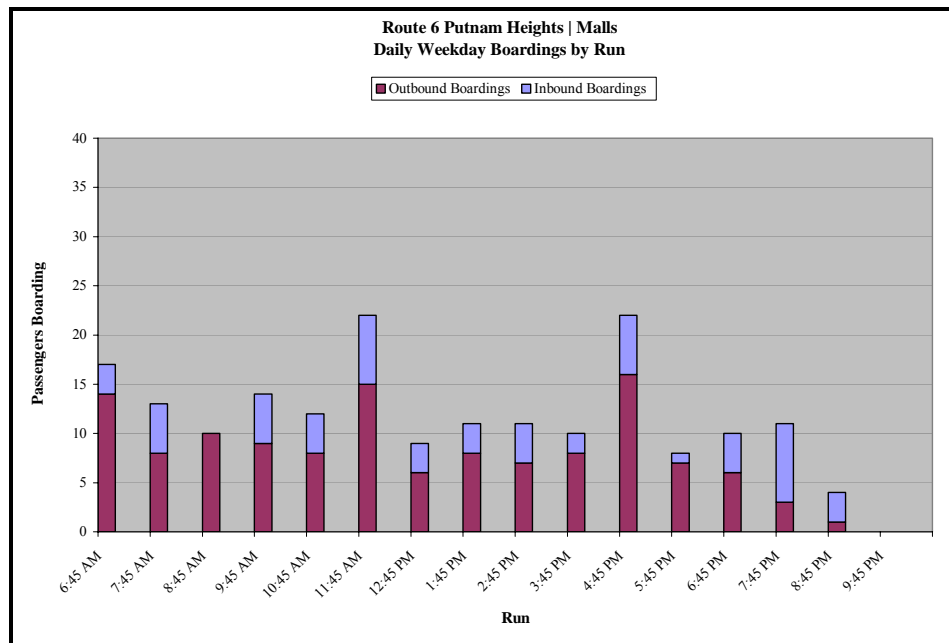
4.2.9 Route 6 Putnam Heights | Malls

Route 6 operates along Graham Avenue, State Street, East Hamilton Avenue, Lexington Boulevard, Rudolph Road, Mitscher Avenue, Fairfax Street, Golf Road, Oakwood Hills Parkway, Oakwood Mall Drive, Skeels Avenue, and South Barstow Street. For descriptive purposes, the segment of the route from the Transfer Center to Oakwood Mall is called "outbound" and the segment from Oakwood Mall Theatres back to the Transfer Center is called "inbound".

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	49
Midday	60	56
PM	60	53
Night	60	26

Route Activity by Time of Day

Boardings on Route 6 are fairly constant throughout the day, with 3 peaks at 6:45 A.M. (17), 11:45 A.M. (22), and 4:45 P.M. (22). However, boardings drop off dramatically after the 7:45 P.M. run. Most activity is concentrated in the outbound direction.



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated at the ends of Route 6, starting at the Transfer Center (92 boardings and 65 alightings) and ending at the Oakwood Mall stops (36 boardings, 23

alightings). Other points with significant activity include inbound at Golf/Havenwood (9 boardings, 2 alightings) and outbound at Hamilton/Miller (7 boardings, 7 alightings). Segments of very low ridership activity occur inbound between Millar/Brian and the Transfer Center, and outbound between the Transfer Center and Gold/Woodstock.

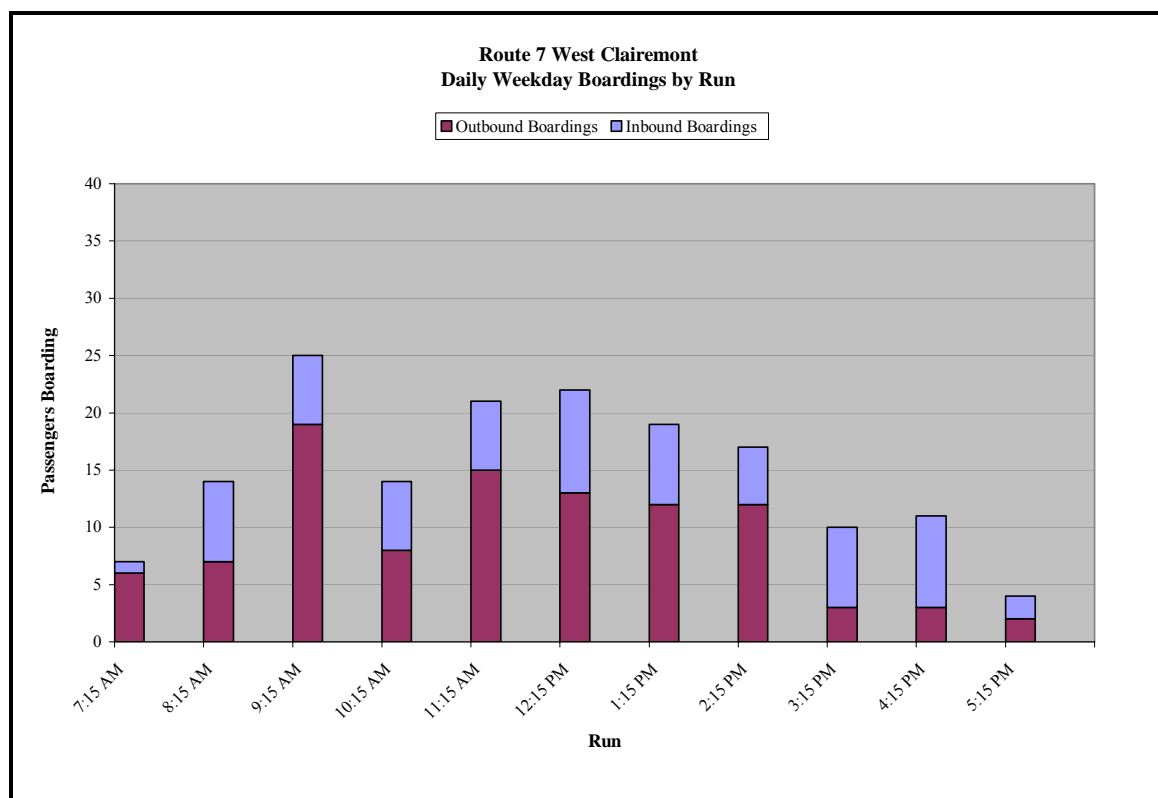
4.2.10 Route 7 West Clairemont

Route 7 West Clairemont operates along Graham Avenue, State Street, MacArthur Avenue, West Clairemont Avenue, Menomonie Street, Water Street, 1st Avenue, and Lake Street. For descriptive purposes, the segment of the route from the Transfer Center to the State Office Building is called “outbound” and the segment from Sacred Heart Hospital back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	46
Midday	60	76
PM	60	42

Route Activity by Time of Day

Boardings on the West Clairemont segment of Route 7 are fairly constant throughout the day, with a peak of 25 at 9:15 A.M. and low points at the first and last runs (7:15 A.M. and 5:15 P.M.) of the day. On the whole, ridership is lighter in the morning on both inbound and outbound directions, with the exception of an inbound peak of 19 riders at 9:15 A.M. In general, most passengers are traveling outbound from 11:15 A.M. to 2:15 P.M., and inbound from 12:26 P.M. to 4:15 P.M.



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated at the Transfer Center (97 boardings and 54 alightings), the CVTC (16 boardings, 22 alightings), Sacred Heart Hospital (16 boardings and 15 alightings), and Service Road/Clairemont (26 alightings). Segments of very low ridership activity occur inbound between Service Road/Clairemont and the Transfer Center, and outbound between the Transfer Center and Stein/Kenney.

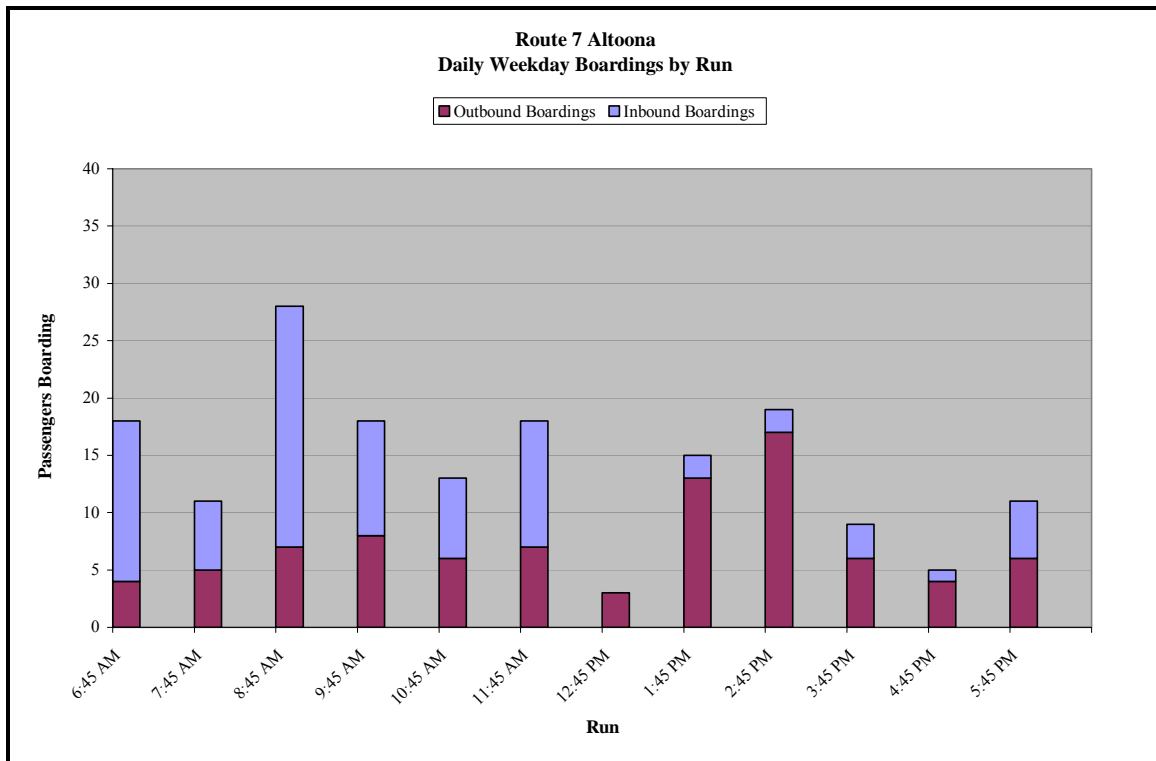
4.2.11 Route 7 Altoona

Route 7 Altoona operates along Main Street, Highland Avenue, South Wilson Drive, Bartlett Avenue, 3rd Street, and Spooner Avenue. For descriptive purposes, the segment of the route from the Transfer Center to Bartlett and 2nd is called “outbound” and the segment from Bartlett and 3rd back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	65
Midday	60	57
PM	60	41
Night	60	5

Route Activity by Time of Day

The Altoona segment of Route 7 has fairly constant boardings throughout the day, with the exception of low activity on the 12:45 P.M. (3 boardings) and 4:45 P.M. (5 boardings) runs. Altoona has its busiest run at 8:45 A.M. (28 boardings). On the whole, ridership is heavier inbound in the morning and heavier outbound in the afternoon and early evening.



Boarding and Alighting Activity by Stop

Boarding and alighting activity for the Altoona leg of Route 7 is concentrated at the Transfer Center (88 boardings and 62 alightings), at Highland/East Ridge Plaza (8 boardings and 9 alightings), Bartlett/7th West (11 boardings and 5 alightings), and Spooner/Fairfax (11 boardings and 5 alightings). Segments of very low ridership activity occur outbound between the Transfer Center and Chapin/Sherwin, inbound between Bartlett/3rd and Lynn/Division, and inbound between Chapin/Hogeboom and the Transfer Center.

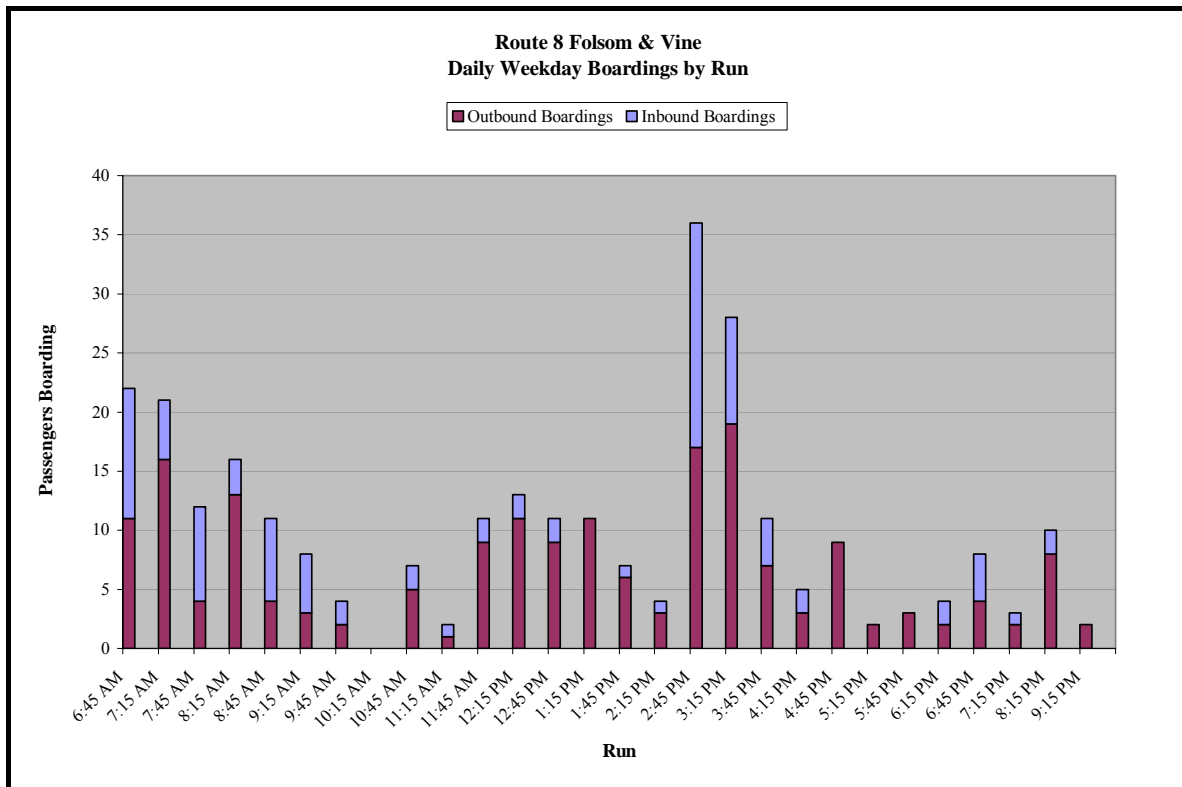
4.2.12 Route 8 Folsom & Vine

Route 8 Folsom & Vine operates along South Barstow Street, Madison Street, 3rd Street, Truax Boulevard, 14th Street, Folsom Street, Robert Road, Moholt Drive, 7th Street, and Vine Street. For descriptive purposes, the segment of the route from the Transfer Center to Folsom and Crestwood is called “outbound” and the segment from Folsom and Robert back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	30	92
Midday	30	63
PM	30	99
Night	60	27

Route Activity by Time of Day

The Folsom & Vine portion of Route 8 has its highest activity in the morning and afternoon, with fairly constant activity midday, and lower activity in the late afternoon and at night. Route 8 Folsom & Vine has its busiest runs in the afternoon, at 2:45 P.M. (36 boardings) and 3:15 P.M. (28 boardings). Boardings are generally higher in the outbound direction than in the inbound direction.



Boarding and Alighting Activity by Stop

The vast majority of boarding and alighting activity is concentrated at the Transfer Center (131 boardings and 89 alightings). In the inbound direction there is significant activity at Moholt/Delong (22 boardings/19 alightings) and lower, but consistent activity between Cedar/12th and Platt/2nd. Outbound there is more constant activity, with peaks at 3rd/Maple (9 boardings and 19 alightings), Oxford at Family Video (7 boardings and 16 alightings), and 14th/Dove Healthcare (7 boardings and 9 alightings). Although there are few segments of very low ridership activity, the outbound segment along 14th Street between 11th and Greenfield experienced no ridership. Inbound there was low activity between Moholt/Delong and Cedar/11th, between Platt/2nd and Oxford at Family Video, and between Barstow/Eau Claire and Gray/Barstow.

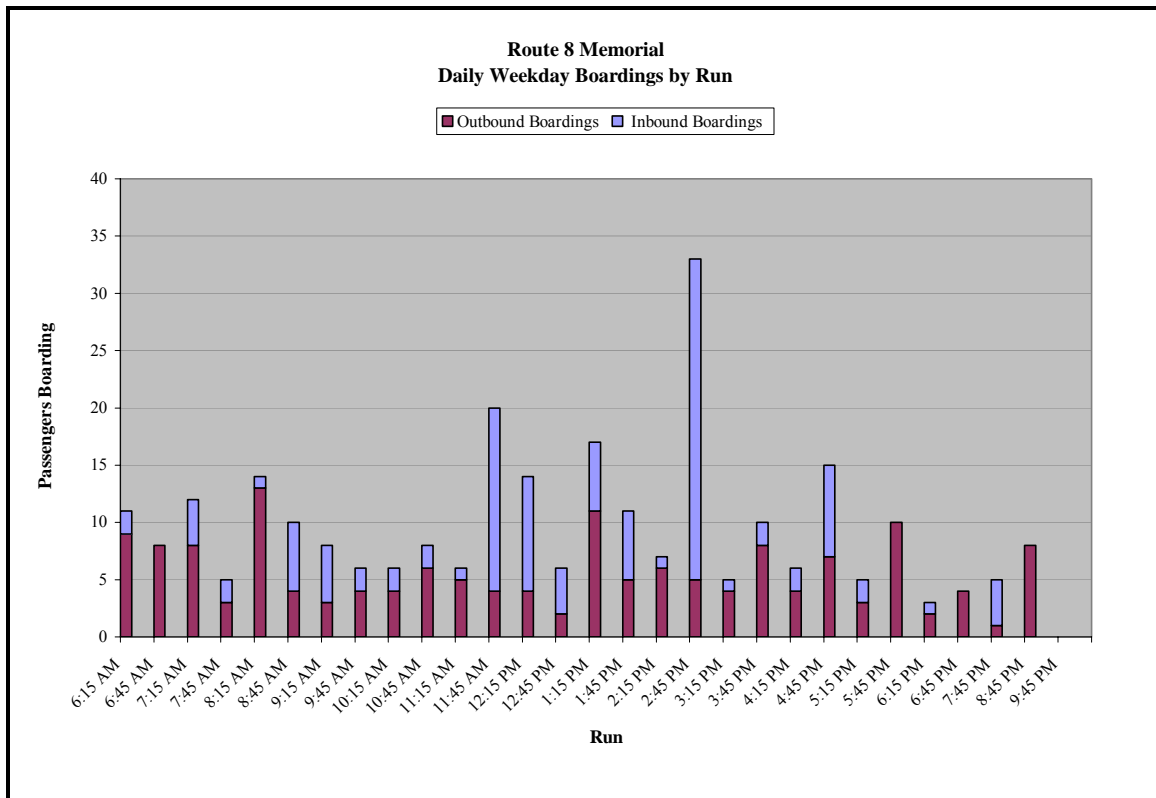
4.2.13 Route 8 Memorial

Route 8 Memorial operates along Main Street, Chauncey Street, Margaret Street, Fenwick Avenue, Esmond Road, East Clairemont Avenue, and Keith Street. For descriptive purposes, the segment of the route from the Transfer Center to Esmond and Ridge is called “outbound” and the segment from K-Mart back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	30	69
Midday	30	83
PM	30	104
Night	60	22

Route Activity by Time of Day

The Memorial segment of Route 8 has fairly consistent boardings throughout the day, somewhat higher activity midday that peaks at 2:45 P.M. with 33 boardings, and slightly lower activity at night. Ridership is fairly constant outbound throughout the day but has more peaking inbound.



Boarding and Alighting Activity by Stop

A majority of the boarding and alighting occurs at the Transfer Center (106 boardings and 120 alightings). Other points with significant activity include Main/Dewey (38 boardings and 40 alightings), Memorial High School at Keith/Lloyd (21 boardings and 26 alightings), Kmart (27 boardings and 14 alightings), Fenwick/U.S. 53 (13 boardings and 13 alightings), and Keith/Goff (10 boardings and 12 alightings). Segments of low ridership activity occur inbound between Brackett/Agnes and the Transfer Center. In the outbound direction, low ridership is found between Main/Talmadge and Fenwick/U.S. 53 and between Fairfax/Hamilton and Esmond/Ridge Road.

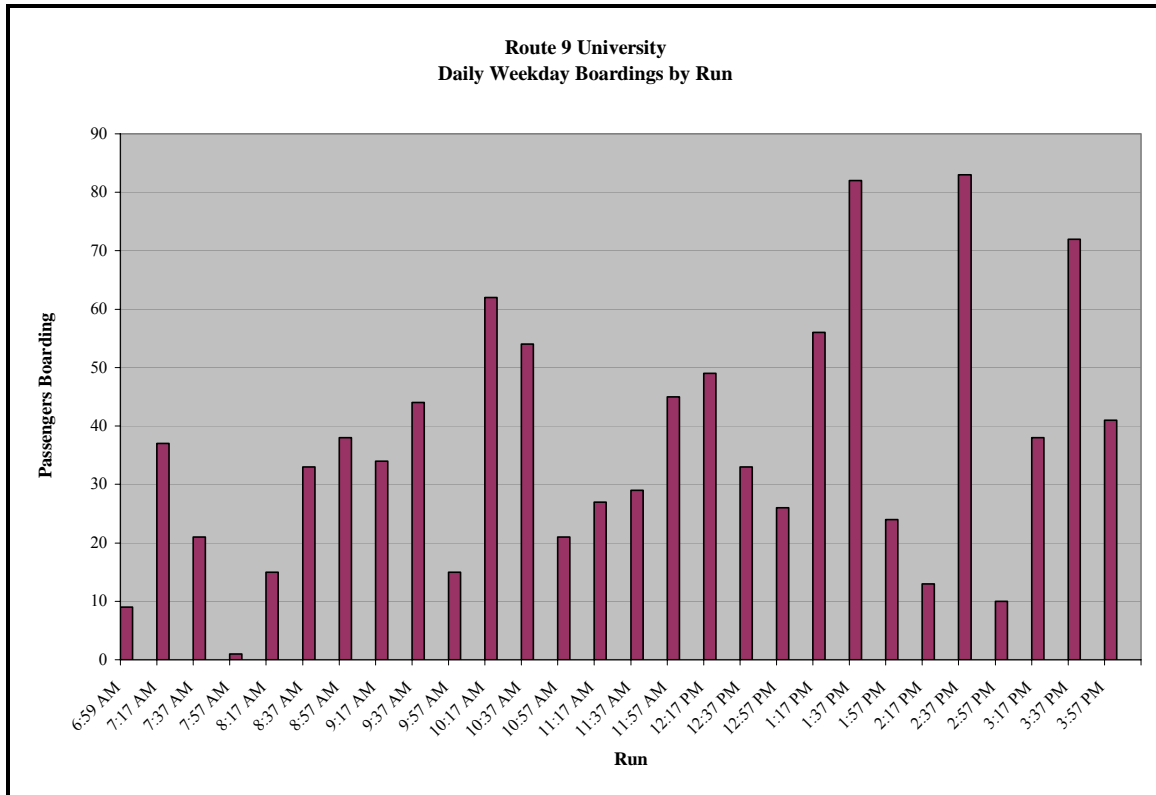
4.2.14 Route 9 Weekday University

Route 9 Weekday operates along Lake Street, 7th Street, Water Street, Graham Avenue, West Clairemont Avenue, University Drive, Stein Boulevard, and MacArthur Avenue. Route 9 ridership data was not split into inbound and outbound directions.

Time of Day	Headway (minutes)	Weekday Boardings
AM	20	247
Midday	20	508
PM	20	257

Route Activity by Time of Day

Route 9 Weekday's morning activity peaks at 10:17 A.M. (62 boardings), early afternoon at 2:37 P.M. (83 boardings), and late afternoon at 3:37 P.M. (72 boardings). On the whole, Route 9 Weekday ridership activity follows an upward slope of increasing activity from 7:17 A.M. (37 boardings), peaking at 2:37 P.M. (83 boardings), and then decreasing slowly until the late afternoon at 3:57 P.M. (41 boardings). In general, ridership is fairly constant with dips in ridership at 7:57 A.M., 9:57 A.M. (15 boardings), 2:17 P.M. (13 boardings), and 2:57 P.M. (10 boardings).



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated at the middle of the route, at the Kjer Theater stops (for a total 525 boardings and 303 alightings). Additional activity occurs at Tower Hall (21 boardings, 180 alightings), Oakridge Hall (27 boardings, 183 alightings), and the Transfer Center (25 boardings and 62 alightings). There are no segments of very low ridership, although Lake Street between First and Second experiences the lowest activity of the route.

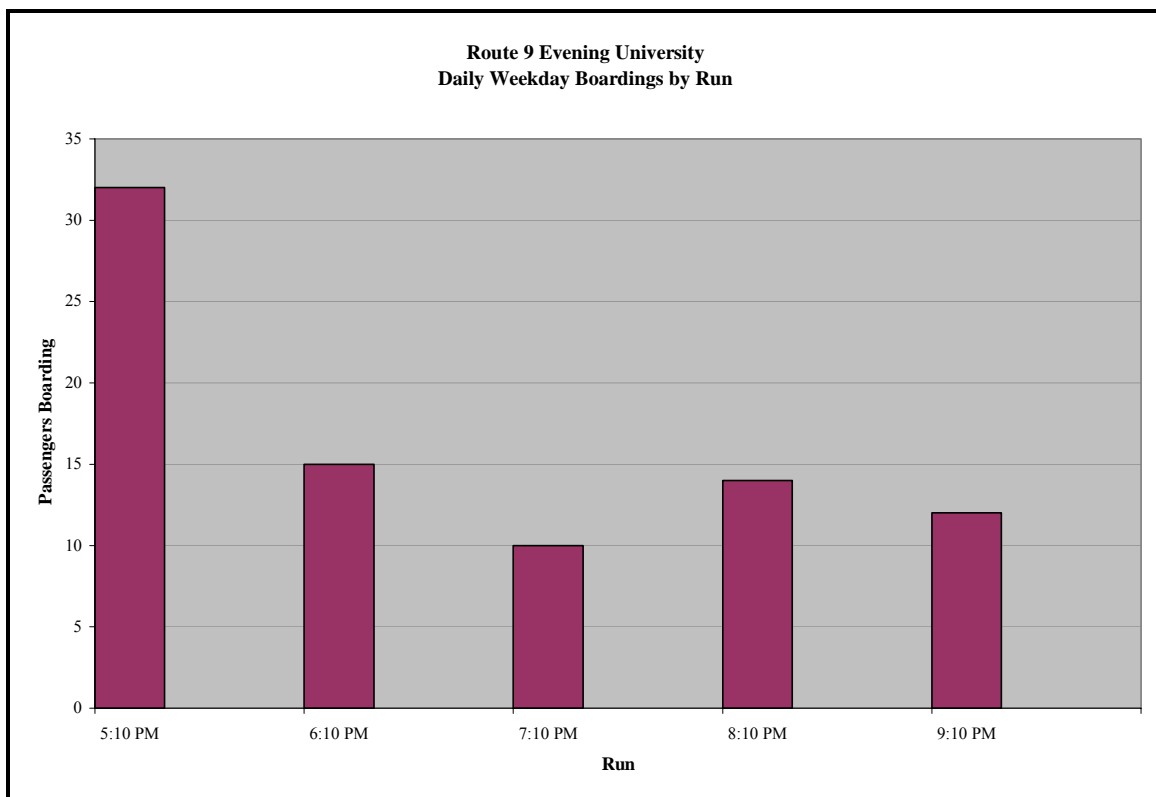
4.2.15 Route 9 Evening University

Route 9 Evening operates along Lake Street, 7th Street, Water Street, Graham Avenue, West Clairemont Avenue, University Drive, Stein Boulevard, and MacArthur Avenue. Route 9 Evening ridership data was not split into inbound and outbound directions.

Time of Day	Headway (minutes)	Weekday Boardings
PM	60	32
Night	60	51

Route Activity by Time of Day

Route 9 Evening has its busiest run in the early evening at 5:10 P.M, which had 32 boardings. After this peak, ridership activity remains fairly constant around 12 boardings until the route stops.



Boarding and Alighting Activity by Stop

Boarding and alighting activity is concentrated in the middle of the route, at the Davies Center (17 boardings), McFee Center (21 boardings, 1 alighting), Oakridge Hall (1 boarding and 12 alightings), Towers Hall (14 alightings), and Stein/Kenney (14 alightings). Other points with high activity include the Transfer Center (26 boardings and 23 alightings) and the second stop at Davies Center (16 boardings). Segments of low activity occur between the Transfer Center and the Davies Center and between Stein/Kenney and the Davies Center.

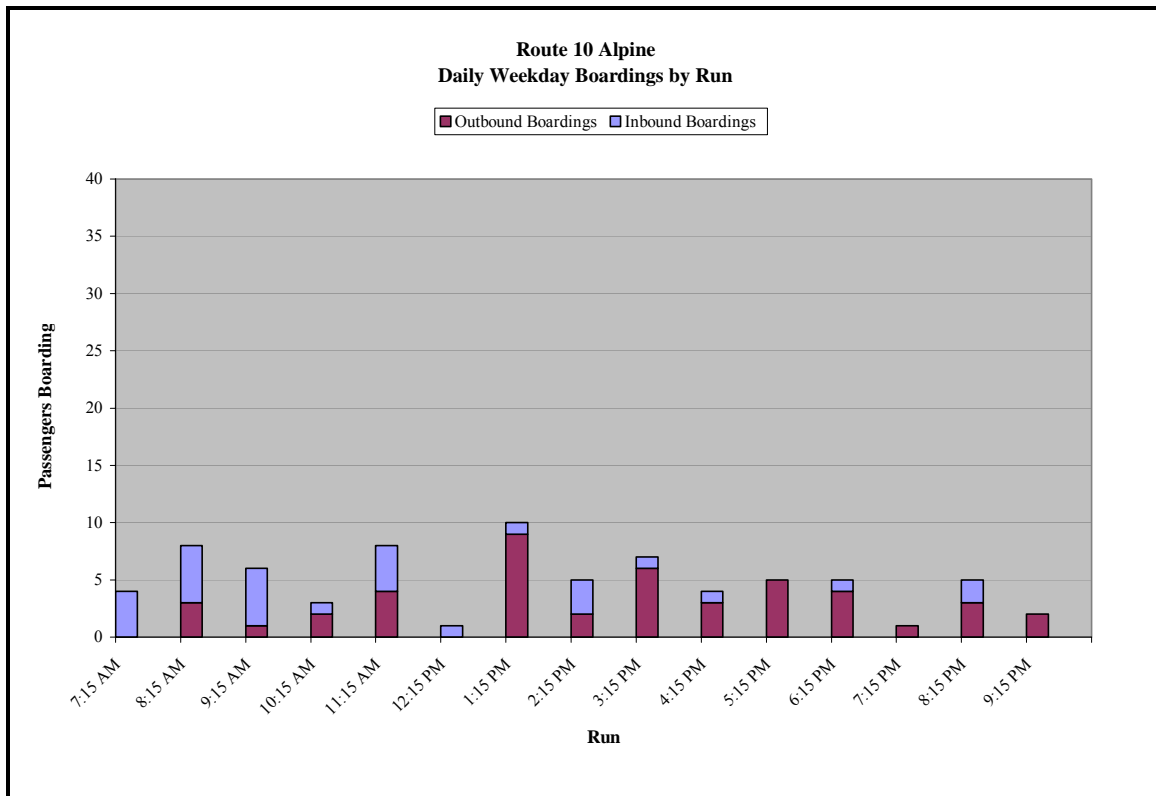
4.2.16 Route 10 Alpine

Route 10 operates along South Barstow Street, Madison Street, Cameron Street, Warden Street, Preston Road, Alpine Road, Prairie Lane, Hewitt Street, Folsom Street, 14th Street, Vine Street, Whipple Street, and Lake Street. For descriptive purposes, the segment of the route from the Transfer Center to 3rd and Truax is called “outbound” and the segment from Truax and Folsom back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	18
Midday	60	22
PM	60	21
Night	60	13

Route Activity by Time of Day

Activity on Route 10 is fairly constant throughout the day, with a peak at 1:15 P.M (10 boardings). Activity is slightly higher inbound in the mornings and outbound in the afternoon.



Boarding and Alighting Activity by Stop

Boarding and alighting activity are concentrated heavily at the Transfer Center (34 boardings and 28 alightings). Other points with moderate activity include Chestnut/Bellinger (8 alightings), Madison/Whipple (5 boardings), and Mega West (2 boardings, 6 alightings). Segments of very low ridership activity occur along the remainder of Route 10 inbound and outbound, with no ridership activity occurring between Heron/Hewitt and 3rd/Truax outbound. Inbound, there is very little or

no ridership between Truax/Folsom and Whipple at Luther Hospital or between Chestnut/Bellinger and the Transfer Center.

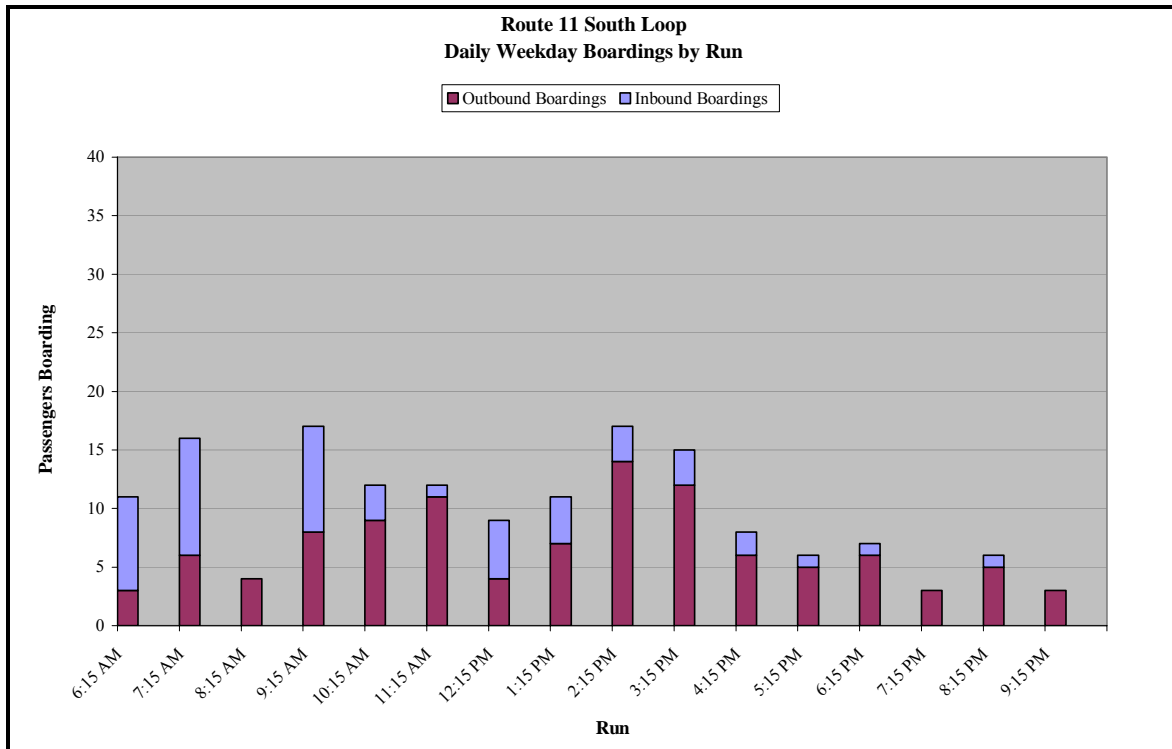
4.2.17 Route 11 South Loop

Route 11 operates along South Farwell Street, Garfield Avenue, State Street, MacArthur Avenue, West Hamilton Avenue, International Drive, East Tyler Avenue, Cummings Street, Golf Road, London Road, Fairfax Street, East Clairemont Avenue, Vernon Street, Rudolph Road, and Harding Avenue. For descriptive purposes, the segment of the route from the Transfer Center to Golf/Kappus is called “outbound” and the segment from Golf/London back to the Transfer Center is called “inbound”.

Time of Day	Headway (minutes)	Weekday Boardings
AM	60	48
Midday	60	44
PM	60	46
Night	60	19

Route Activity by Time of Day

Route 11 boardings are fairly constant throughout the day until late afternoon at which point there is a moderate decrease in activity. Route 11 has its busiest runs at 7:15 A.M., 9:15 A.M., and 2:15 P.M., carrying 16, 17, and 17 passengers, respectively. On the whole, inbound ridership briefly peaks in the morning between 6:50 A.M. and 7:50 A.M. and then decreases as the day progresses. Outbound activity follows a different pattern, increasing slowly from 6:15 A.M. and peaking at 2:15 P.M. in the mid-afternoon, then decreasing and remaining fairly constant for the rest of the evening. Ridership activity is higher departing from the Transfer Center than coming towards it.



Boarding and Alighting Activity by Stop

Boarding and alighting activity is heavily concentrated at the Transfer Center (71 boardings and 56 alightings) for Route 11. Four other centers of activity deserve mention: Shopko 1st Stop (6 boardings and 16 alightings), Farwell/Marston (12 boardings), Ron's Castle Foods (7 boardings and 8 alightings), and the Shopko Plaza (10 boardings, 2 alightings). Segments of very low ridership activity occur outbound between the Transfer Center and MacArthur/Claudette, between Shopko and Golf/Kappus. Low inbound activity occurs between Sessions/Fairfax and Washington/Dewey.

Chapter Five - Peer Review and Trend Analysis

One technique for evaluating a system's performance is to compare it to peer systems, those who operate in similar environments and have similar characteristics. As part of this study, ECT's operating efficiency and effectiveness is compared with that of both Wisconsin peers and national peers. Each peer comparison employs a variety of performance indicators, including cost efficiency, productivity, and measures of cost effectiveness.

5.1 National Peer Review

A nationwide peer review provides a comparison of ECT's performance with transit systems throughout the country of similar size and service characteristics. The peer group for this review consists of ten systems that were selected based on a number of factors including population, system size, service area, climate, and the presence of a university. Operating and financial data for this comparison are taken from the most recent National Transit Database (NTD), 2001. Table 5-1 lists those systems chosen as peers and presents their basic system characteristics. ECT generally ranks in the middle of the peer group for service area population and vehicles operated in peak service. However ECT differs from its peers in the size of its university; University of Wisconsin at Eau Claire has roughly 3,000 fewer students than the average in ECT's peer communities.

Table 5-1 System Characteristics, National Peer Group

City	University	Area Population	University Population	Vehicles Operated in Peak Service
Mankato, MN*	Minnesota State University - Mankato	44,193	11,800	9
Greeley, CO	University of Northern Colorado	93,000	11,039	10
Pocatello, ID	Idaho State University	53,392	13,000	8
Terre Haute, IN	Indiana State University	63,931	11,000	7
Las Cruces, NM	New Mexico State University	74,267	14,958	10
Bangor, ME	University of Maine	61,402	10,500	10
Oshkosh, WI	University of Wisconsin - Oshkosh	63,225	11,500	14
St. Cloud MN	St. Cloud State University	61,657	12,400	21
Springfield, MO	Southwest Missouri State	145,357	14,000	18
Charlottesville, VA	University of Virginia	67,596	13,400	23
Eau Claire, WI	University of Wisconsin - Eau Claire	66,400	10,549	16
National Peer Average		79,442	13,415	13
ECT Rank		5 of 11	10 of 11	4 of 11

*2001 data was not available for Mankato, 2000 data was used instead.

Source: National Transit Database, 2001.

Table 5-2 explains how ECT performs relative to its peers; the results of this analysis are summarized below:

- Eau Claire's cost per mile is better than the peer average (\$3.36 vs. \$3.58), but its cost per hour and cost per peak vehicle are both slightly worse (\$50.32 vs. \$47.49 and \$162,209 vs. \$149,969),
- ECT is very productive, performing better than average for all service effectiveness measures, with the second highest number of trips per peak vehicle (74,400) and third highest number of trips per hour (22.13),
- Eau Claire's cost effectiveness is around the peer average, or slightly below it for each cost effectiveness measure.

Table 5-2 Financial and Operating Effectiveness, National Peer Group

	National Peer Data			ECT Data		
	Low	High	Average	Value	Percent Difference*	Rank
Financial Efficiency						
Cost/Mile	\$ 1.88	\$ 4.87	\$ 3.58	\$ 3.36	-6%	3 of 11
Cost/Hour	\$ 29.79	\$ 61.94	\$ 47.49	\$ 50.32	6%	8 of 11
Cost/Peak Vehicle	\$ 80,095	\$ 236,458	\$ 149,969	\$ 169,209	13%	10 of 11
Service Effectiveness						
Trips/Hour	8.59	23.01	18.47	22.13	20%	3 of 11
Trips/Miles	1.01	1.82	1.39	1.48	6%	4 of 11
Miles/Hour	8.4	16.1	13.3	15.0	13%	2 of 11
Trips/Peak Vehicle	32,276	74,836	58,337	74,400	28%	2 of 11
Peak Vehicle/Capita (x1000)	0.11	0.34	0.18	0.24	31%	3 of 11
Cost Effectiveness						
Cost/Trip	\$ 1.64	\$ 4.74	\$ 2.57	\$ 2.27	-12%	7 of 11
Rev/Trip	\$ 0.28	\$ 0.60	\$ 0.36	\$ 0.37	1%	7 of 11
Farebox Recovery	9%	32%	14%	16%	15%	5 of 11

* Percent difference between the peer average and the value for ECT.

Source: National Transit Database, 2001.

Overall, these results reflect that ECT provides a significant amount of service and carries a relatively large number of passengers relative to its peers. Although ECT's system costs might be higher than those of its peers, they were all within 15% of the peer average suggesting that Eau Claire's performance is in line with its national peers.

5.2 Wisconsin Peer Review & Trend Analysis

The following analysis compares Eau Claire Transit to its peer systems within the state of Wisconsin. The peer review compares service and operating statistics between ECT and its peers using 2001 NTD data. The trend analysis is a similar comparison between ECT and its peer group, but analyzes the respective trends in NTD data from 1997 to 2001.

5.2.1 Wisconsin Peer Review

The Wisconsin peer review compares ECT with seven other systems of similar characteristics. Data for the Wisconsin peer analysis were obtained primarily from the most recent National Transit Database (2001). As seen in Table 5-3, ECT operates in a larger service area with more people than most of its peers, but does so with roughly the same number of peak vehicles.

Table 5-3 System Characteristics, WI Peer Group

Transit Company	Service Area (Square Miles)	Area Population	Vehicles Operated in Peak
LaCrosse Municipal Transit Utility	9	51,000	16
Oshkosh - OTS	22	63,225	12
Sheboygan - ST	21	57,316	25
Wausau - WATS	25	44,475	21
Waukesha Metro Transit	21	68,000	19
Janesville - JTS	28	60,200	14
Beloit - BTS	16	35,573	9
Eau Claire Transit	28	66,400	16
WI Peer Average	20	54,256	17
ECT Rank	1 of 8	2 of 8	4 of 8

Source: National Transit Database, 2001.

Results of the peer analysis are presented in Table 5-4 and a summary of the results is as follows:

- ECT has the lowest cost per mile at \$3.35,
- ECT carries the highest number of trips per hour (22.13), trips per mile (1.48), and trips per vehicle (74,400),
- ECT has the lowest cost per trip (\$2.27) but also has the lowest revenue per trip (\$0.37),
- Farebox recovery ratio for ECT is 16%, which is slightly below the peer average of 17%.

Table 5-4 Financial and Operating Effectiveness, WI Peer Group

Financial Efficiency	WI Peer Data			ECT Data		
	Low	High	Average	Value	Percent Difference	Rank
Cost/Mile	\$ 3.48	\$ 4.32	\$ 3.85	\$ 3.35	-13%	1 of 8
Cost/Hour	\$ 45.73	\$ 70.35	\$ 55.62	\$ 50.23	-10%	3 of 8
Cost/Peak Vehicle	\$ 105,699	\$ 182,803	\$ 144,462	\$ 168,897	17%	6 of 8
Service Effectiveness						
Trips/Hour	11.65	21.22	16.35	22.13	35%	1 of 8
Trips/Miles	0.40	1.45	0.99	1.48	49%	1 of 8
Miles/Hour	12.8	51.7	19.7	15.0	-24%	4 of 8
Trips/Peak Vehicle	28,571	73,539	43,722	74,400	70%	1 of 8
Peak Vehicle/Capita (x1000)	0.19	0.47	0.31	0.24	-23%	6 of 8
Cost Effectiveness						
Cost/Trip	\$ 2.49	\$ 4.79	\$ 3.53	\$ 2.27	-36%	1 of 8
Rev/Trip	\$ 0.46	\$ 0.74	\$ 0.58	\$ 0.37	-37%	8 of 8
Farebox Recovery	11%	20%	17%	16%	-5%	6 of 8

Overall, Eau Claire Transit performs very well against similar systems in Wisconsin. Its service area is larger, yet most financial efficiency, service effectiveness, and cost effectiveness results for ECT exceed the Wisconsin peer group average.

5.2.2 Wisconsin Trend Analysis

From 1997 to 2001, Eau Claire's service characteristics have grown faster than its Wisconsin peer systems. Over that time period, population grew an average 2% a year in Eau Claire but the number of passenger trips grew significantly faster (18%). In contrast, the average number of trips for the peer systems decreased. The number of trips taken on ECT grew faster than the increase in revenue hours or revenue miles for the system. Operating expenses also grew during the five years - slower than the number of trips, but faster than the revenue hours and revenue miles. Wisconsin peers had similar results, but increases in revenue hours, revenue miles and operating expenses were smaller than what ECT experienced.

Table 5-5 Trend Analysis of System Characteristics, WI Peers

Service Dimensions	2001		Annual Percentage Change 1997 - 2001*	
	ECT	WI Peer Average	ECT	WI Peer Average
Service Area Population	66,400	54,256	2%	1%
Unlinked Passenger Trips	1,190,392	700,014	18%	-1%
Revenue Hours	53,803	44,001	9%	2%
Revenue Miles	806,565	614,598	11%	4%
Operating Expenses	\$ 2,702,346	\$ 2,320,933	13%	6%

*Based on a linear regression model of the data from 1997 to 2001. The slope from the model represents the average annual change. This was then converted into a percentage by comparing it to the variable's value in 1997.

ECT's revenue hours per capita, trips per capita, and passengers per revenue hour all increased between 1997 and 2001. In contrast, although the Wisconsin peers also experienced a modest increase in revenue hours per capita, they saw decreases in the number of trips and passengers per hour. Farebox recovery ratios decreased for both ECT and the Wisconsin peers suggesting that operating costs outpaced growth in fare revenues. Although costs per hour increased for both ECT and its peer group, ECT experienced a decrease in the cost per passenger due to the dramatic growth in number of trips. Table 6-6 summarizes Eau Claire Transit's performance changes between 1997 and 2001.

Table 5-6 Trend Analyses of Performance Indicators, WI Peers

Service Dimensions	2001		Annual Percentage Change 1997 - 2001*	
	ECT	WI Peer Average	ECT	WI Peer Average
Farebox Recovery Ratio	16%	17%	-5%	-4%
Cost Per Passenger	\$2.27	\$3.53	-2%	9%
Cost Per Revenue Hour	\$50.23	\$55.62	4%	4%
Revenue Hours Per Capita	0.81	0.80	5%	2%
Trips Per Capita	17.93	12.93	15%	-1%
Passengers Per Revenue Hour	22.13	16.35	7%	-3%

*Based on a linear regression model of the data from 1997 to 2001. The slope from the model represents the average annual change. This was then converted into a percentage by comparing it to the variable's value in 1997.

Chapter Six – Service Standards, Evaluation and Diagnostics

This chapter establishes goals and service standards for Eau Claire Transit and then proceeds to evaluate whether the needs that have been identified in the previous chapters of this report are being served, whether there are gaps in service, and if needs are balanced with the level of service provided.

6.1 Service Goals, Objectives, and Standards

As with any transit planning study, it is important to thoroughly examine the direction in which an agency is heading within the context of the system's goals and objectives. Goals are generally defined as the overarching priorities of an agency. Objectives, on the other hand, are more specific, incremental steps to be taken in order to realize the goals. Lastly, standards or performance indicators are established to evaluate whether an organization is achieving its goals. Regularly examining and monitoring its performance standards is a mechanism by which ECT can realize its system goals and objectives. ECT should revisit its goals and objectives from time to time to ensure that they reflect community and agency priorities. If at some point the agency's goals and objectives are no longer representative of these priorities, the goals, objectives and performance standards should be modified accordingly.

As a critical component of the visioning process, community involvement was solicited to identify goals and objectives for the transit system. The consulting team met with ECT passengers and members of the general public to gather their thoughts on existing services and potential service improvements. Many meetings were also held with project stakeholders to better understand their perspective and vision for ECT. Goals and objectives from previous planning documents, such as the **1994 Transit System Long Range Planning Study**, were reviewed. All of this input assisted the consultants in drafting the goals and objectives for the transit system.

As ECT matures, the goals and objectives adopted by the agency will play a pivotal role in shaping the direction in which the agency grows. Following are the primary goals and objectives that will guide the growth and development of the transit system:

Goal #1 – Provide safe, effective mobility options throughout the community

ECT recognizes that its core mission is to provide transit services to Eau Claire residents who have no other transportation mode available to them. The transit dependent population in Eau Claire comprises a significant percentage of ECT's overall ridership and ECT is committed to providing cost effective, quality transportation to meet their daily mobility needs. ECT must continue to respond to and monitor the evolving needs of its core constituency to ensure its continued success. It should also be noted that many ECT passengers do have alternative transportation modes available, and it is important that ECT continue to meet the transportation needs of these individuals to retain strong ridership figures among this sector.

Objectives

- Consider the addition of new service based on the identification of transit deficiencies,
- Continue to serve all elements of the transit-dependent community, including students and senior citizens.

Performance Standards

- Ratio of weekend and evening ridership to peak period ridership – ECT should be able to increase these ratios by offering passengers discounted fares when the system has excess capacity,
- Percentage of city within a ¼ mile of the fixed-route transit network – all medium to high-density residential areas within ECT's service area should fall within a ¼ mile of the fixed-route network,
- Percentage of major employers served by the fixed-route transit network – all employers with more than 100 employees should be served by ECT,
- On-time performance of fixed-route network – ECT should achieve a system on-time performance of 95%.

Goal #2 – Provide cost efficient and effective transit service to the community

Due to current state budget shortfalls, it is particularly important that ECT identify opportunities for improving the overall cost efficiency and effectiveness of its transit services. In the transit industry, cost efficiency refers to the relationship between service inputs (labor and capital) and outputs (vehicle hours and miles). Cost effectiveness, on the other hand, measures the relationship between service inputs (labor and capital) and service consumption (ridership). Both measures are very important and should be prioritized by ECT.

Objectives

- Evaluate and monitor system-wide performance to ensure proper allocation of resources,
- Evaluate and monitor route-by-route performance to ensure proper allocation of resources,
- Consider the elimination of service that is not meeting established performance standards.

Performance Standards

- Cost per revenue mile – ECT's system-wide cost per revenue mile should not exceed the average of its statewide peers (\$3.85/mile),
- Cost per revenue hour – ECT's system-wide cost per revenue hour should not exceed the average of its statewide peers (\$56.62/hour),
- Passengers per mile – ECT should also strive to outperform its statewide peers (0.99 passengers per mile),
- Passengers per hour – ECT should also aim to carry more passengers per revenue hour than the average of its statewide peers (16.35 passengers per hour),
- Farebox recovery ratio – from cash fares and other locally generated revenues, ECT should maintain a farebox recovery ratio at least equivalent to its statewide peers (17%),
- Route-by-route assessment – ECT should evaluate each individual route by these same performance standards to ensure that no route falls below 60% of the system-wide average.

Goal #3 – Maintain strong ridership base and look for opportunities to increase ridership

In recent years, ECT has been quite successful in increasing annual ridership. However, it is often more challenging to maintain stable ridership during lean times than it is to increase annual ridership during a strong economy. To ensure stable ridership patterns, ECT must remain focused on providing its core service as well as identifying new opportunities for ridership growth.

Objectives

- Maintain existing level of service on the best performing transit routes,
- Identify opportunities for increasing system-wide ridership.

Performance Standards

- Service frequency – bus headways on most heavily utilized routes should not exceed 30 minutes,
- Service span – bus service should be provided between 6:00 AM and 10:00 PM during the week and 8:00 AM and 6:00 PM on Saturday.

Goal #4 – Increase participation in and influence on planning decisions in Eau Claire

Public transportation is integrally linked to land use in the community; however, transit agencies are often not adequately involved in shaping land use decisions. To reconcile this issue, the ECT transit commission and staff should become better informed and play a more active role in the local planning process.

Objectives

- Promote higher-density development within the urban core of Eau Claire,
- Ensure that the design of new subdivisions, offices and commercial centers within ECT's service area will include access for transit vehicles and accessible walkways from potential bus stops.

Performance Standards

- Travel time – this can be challenging to measure, but average travel times should decline as higher density development occurs within the urban core,
- Percent of ECT bus stops that are ADA accessible – all new ECT bus stops must be ADA accessible and as this occurs, ECT's overall compliance with ADA standards should improve.

6.2 Service Coverage and Congruency

Overall, ECT does a very good job of providing a mobility option that serves areas of transit need, according to demographic variables, and the major transit generators that were identified in Chapter One.

6.2.1 Service Coverage

Transit coverage is defined as the area one-quarter of a mile from fixed-route service. This distance is a reasonable expectation of how far transit patrons will walk to access service. Weekday service coverage for ECT, including 'buffers' one-quarter of a mile around individual routes, is shown in Figure 6-1. As the figure shows, ECT maintains excellent coverage within the city and serves parts of neighboring Altoona. The only area without full coverage is in southeast Altoona. Figure 6-2 shows the effective coverage for evening service and Figure 6-3 shows the equivalent for Saturday service. ECT evening service covers largely the same area as daytime service, with the exception of service to Altoona. Routes 3 and 4 are combined in evening service, but the combined 3¼ route covers essentially the same service areas as the individual routes. ECT's service area is the same on Saturday's as it is during the week and therefore provides service to potential riders and transit generators.

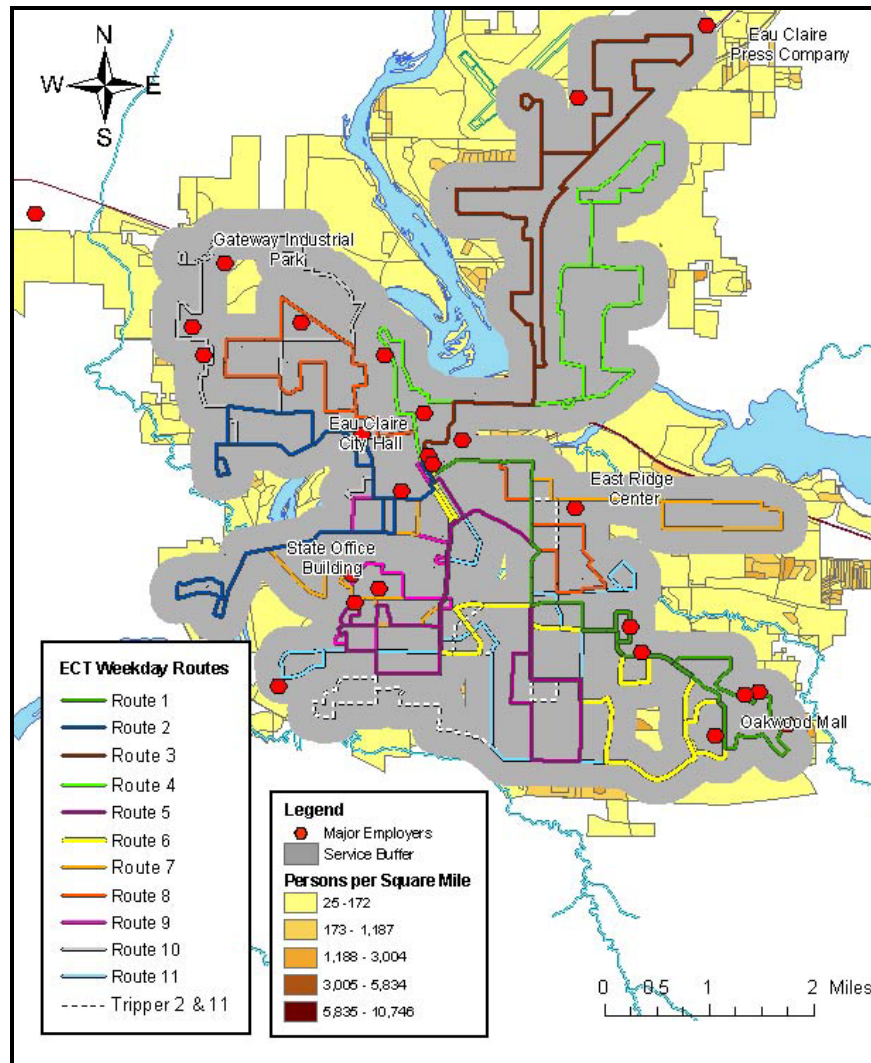
Figure 6-1 Daytime Service Coverage & Congruency

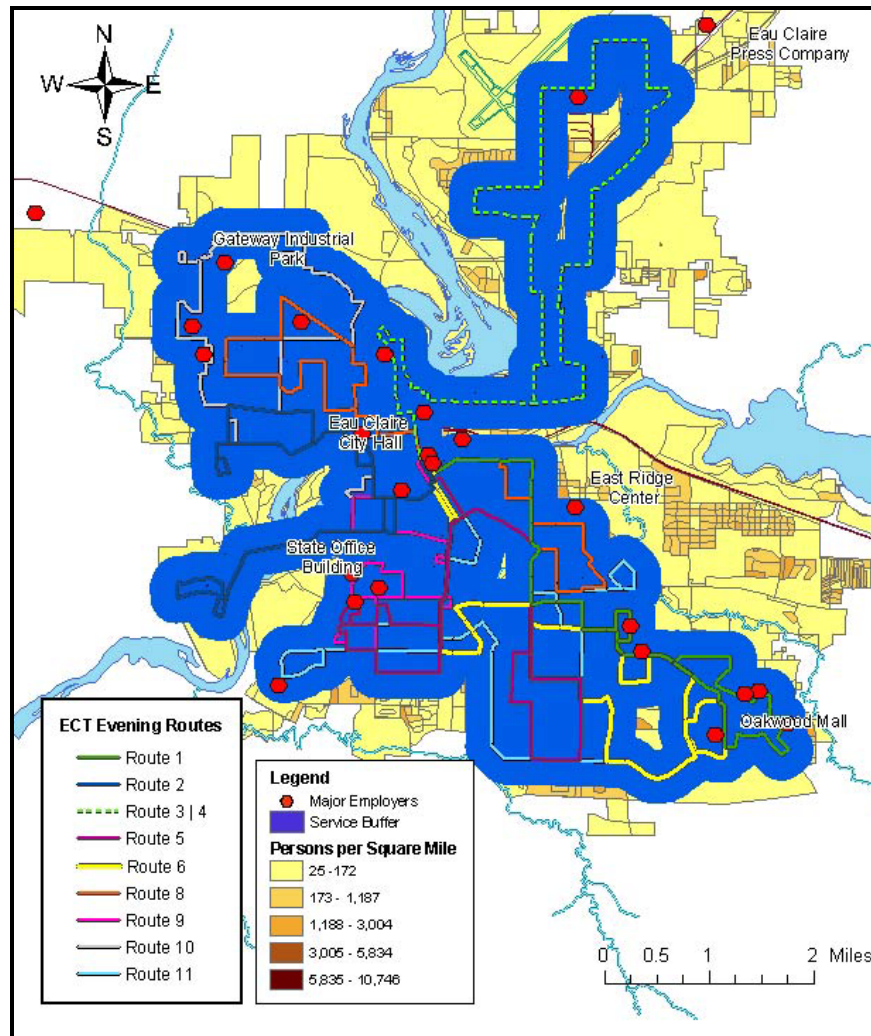
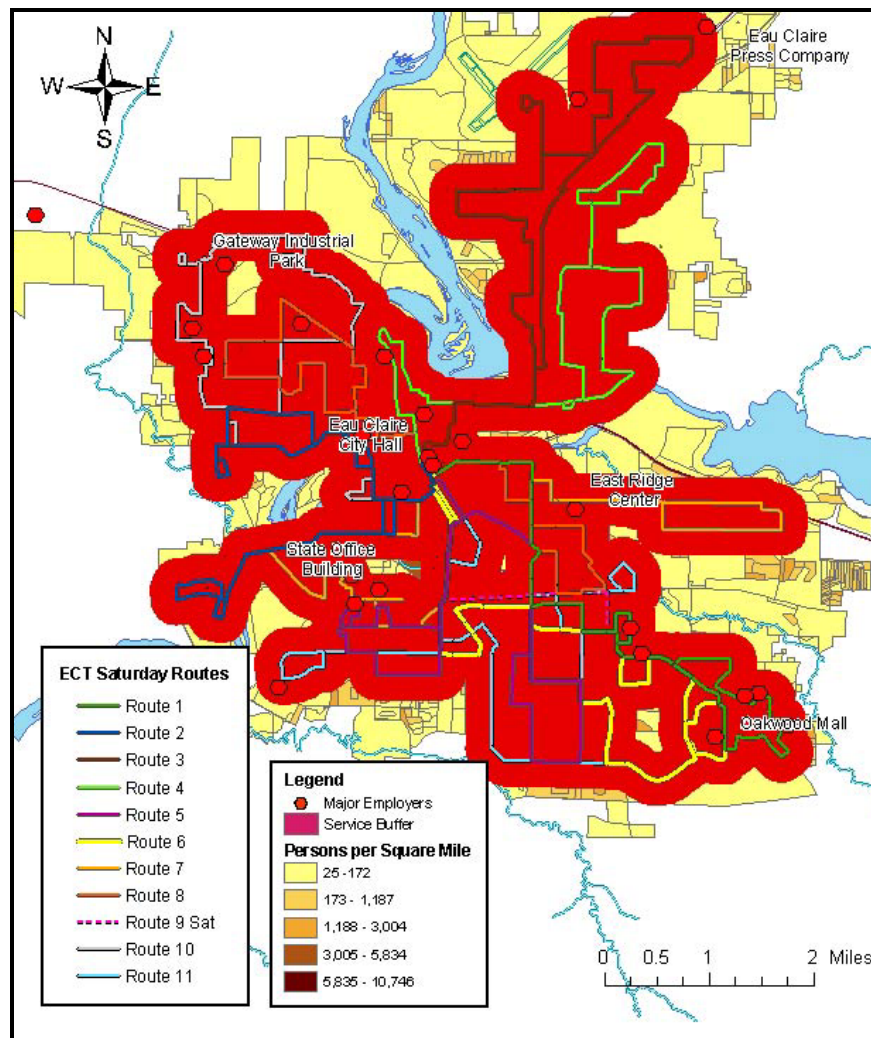
Figure 6-2 Evening Service Coverage & Congruency

Figure 6-3 Saturday Service Coverage & Congruency

6.2.2 Congruency

Along with applying buffers to illustrate service coverage, the study team used Geographic Information Systems (GIS) to perform a congruency analysis by overlaying the ECT route network on top of the demographic and generator maps that were presented in Chapter One. Figures 6-1, 6-2 and 6-3 illustrate ECT's effectiveness in serving areas of potential transit need and providing access to major employers. The congruency analysis also compared service coverage (for each time period) with access to other locally important destinations such as hospitals, retail centers, training facilities, and schools.

ECT's daytime routes serve all areas of Eau Claire with the highest population density and important trip generators. The only major destination outside of ECT's daytime service area is Menard's to the northwest of town. Results of the Saturday congruency analysis were the same as for weekday service. Night service had similar congruency results, except that it does not serve the Eau Claire Press Company. Overall, the ECT route network provides comprehensive service to potential transit riders and their likely destinations.

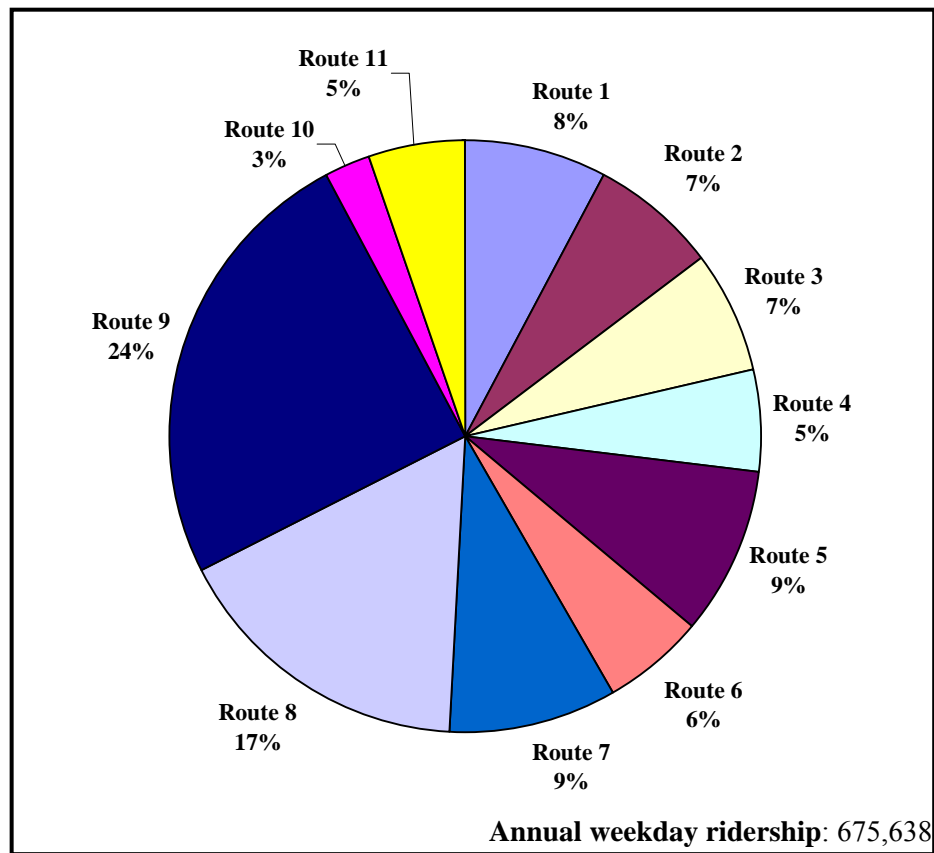
6.3 System Ridership

This section provides ridership information for the ECT system based on data collected during the boarding and alighting survey in November 2002 and ridership recap sheets for 2002.

6.3.1 Ridership by Route

ECT's ridership is fairly well dispersed among its eleven regular weekday routes. Based on the ridership recap sheets, Routes 8 and 9 carry the highest proportion of annual trips with 17% and 25%, respectively. In combination, five routes (Routes 9, 8, 5, 1, and 7) carry over 65% of the annual ridership (excluding passengers on school trippers). These routes, which provide thorough service coverage in central, southern, and eastern Eau Claire, are the backbone of the transit system. Another five routes (Routes 2, 6, 3, 11, and 4) also make an important contribution to the system, accounting for 30% of the annual ridership. The remaining route, Route 10, only carries 3% of the annual ridership. Figure 6-4 displays the breakdown of weekday system ridership by route (excluding school trippers).

Figure 6-4 Annual Weekday Ridership, by Route



Source: Ridership recap sheets, 2002.

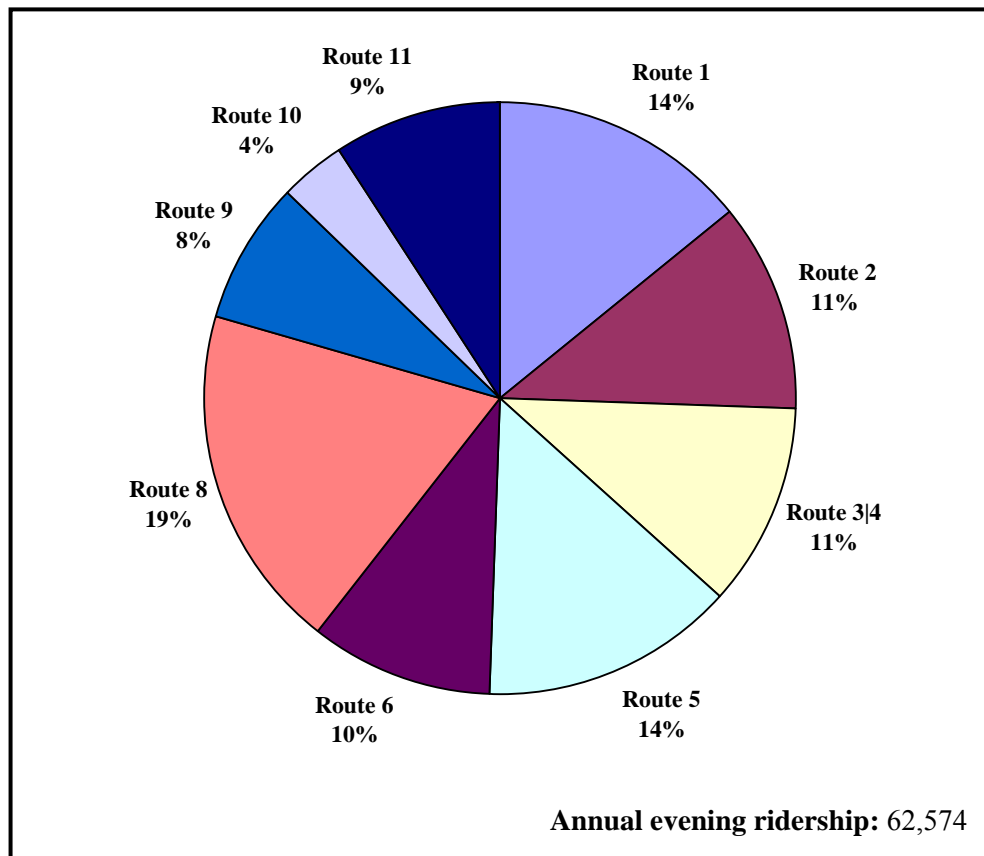
Note: does not include ridership on trippers.

ECT's nighttime ridership is more evenly distributed than daytime ridership. However there are still dominant routes – in this case Routes 8, 1, and 5 account for almost 50% of the annual evening ridership. Again, these highest performing routes are found mostly in southeast Eau Claire and to some extent northwest of downtown. Other routes that carry significant numbers of evening

passengers include Routes 2, 3|4, 6, 11, and 9. Once again, Route 10 carries only a small percentage (4%) of the ridership. Figure 6-5 shows the breakdown of nighttime ridership by route.

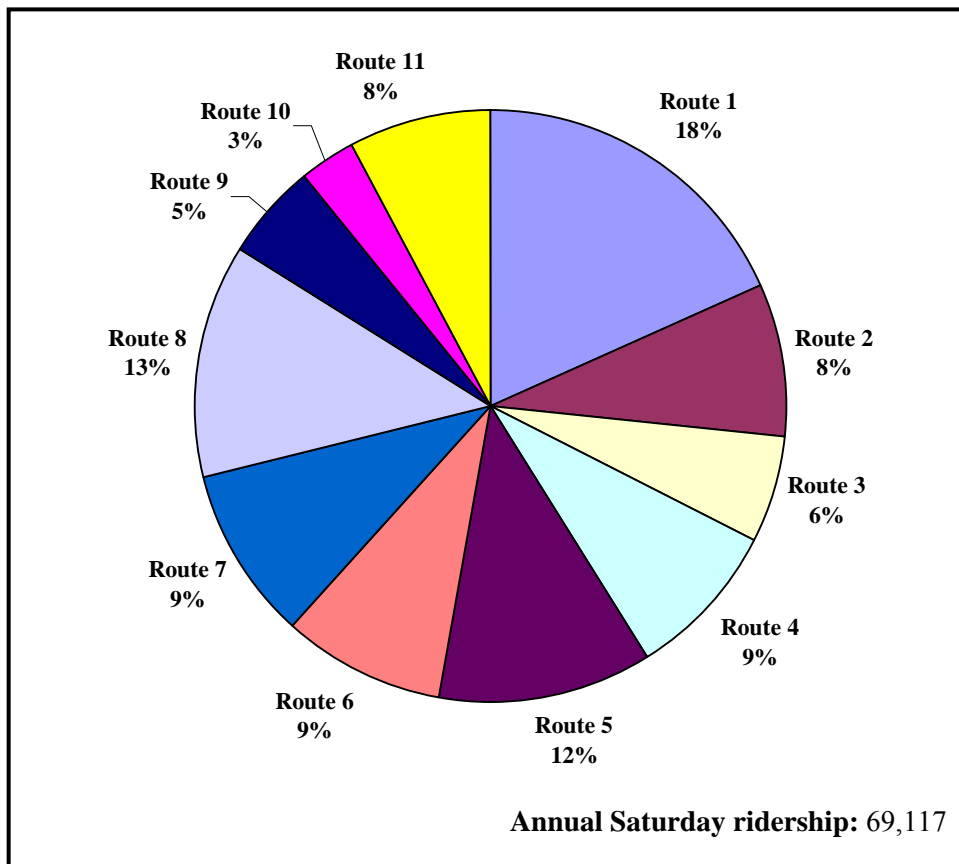
Saturday ridership in Eau Claire follows a pattern similar to what was established for weekday and weeknight ridership. The highest performing routes are Routes 1 (18%), 8(13%) and 5(12%) which carry over 40% of the Saturday passengers. Routes 4, 6, 7, 2 and 11 all perform well, each carrying just under 10% of the passengers. Routes 3, 9, and 10 carry the fewest of Saturday passengers. These results are illustrated in Figure 6-6.

Figure 6-5 Annual Evening Ridership, by Route



Source: Ridership recap sheets, 2002.

For all time periods combined, 84% of passenger trips were made on a weekday, 8% on a weeknight, and 8% on a Saturday. In 2002 the routes that carried the most passengers were Route 9 (30%) and Route 8 (16%). Routes 5, 7, and 2 (9%) also carried a significant portion of annual riders. Route 1 (6%), Route 3 (5%), Route 4 (5%), Route 11 (4%) follow these routes in annual ridership figures. Finally, Route 10 carried only 2% of the annual passengers.

Figure 6-6 Annual Saturday Ridership, by Route

Source: Ridership recap sheets, 2002.

6.3.2 Ridership by Time of Day

Chapter 4 outlined ridership patterns by time of day from the boarding and alighting survey. Converting the absolute number of boardings discussed there into boardings per hour, we find that ECT had its highest activity rate (314 passengers/hour) during the midday period from 10:00 A.M. to 2:00 P.M. Activity during the afternoon period, from 2:00 P.M. to 6:00 P.M., was only slightly lower, with a rate of 292 passengers/hour. Morning boarding activity, from the start of service up to 10:00 A.M., was somewhat lower at 185 passengers/hour. Evening activity, after 6:00 P.M., was by far the lowest with a rate of 66 passengers/hour riding the system.

6.4 Diagnostic Indicators

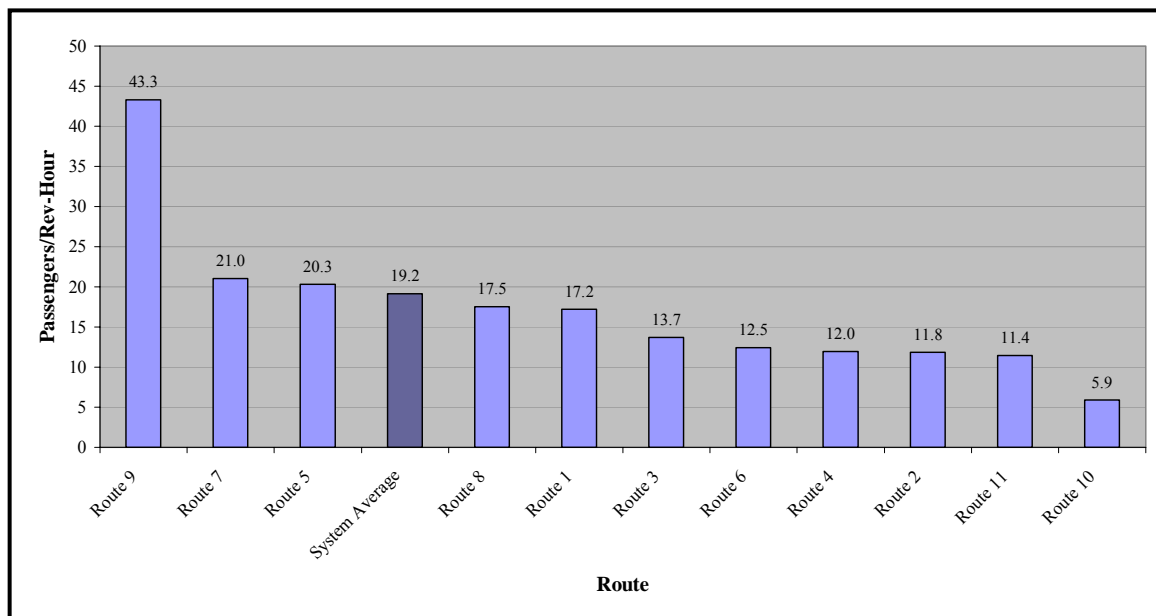
This section of the report examines individual ECT routes using three performance measures. The measures include passengers per (revenue) hour, passengers per (revenue) mile and cost per passenger (trip). Weekday, weeknight, and Saturday service are examined through an analysis of financial and operating data provided by ECT.

6.4.1 Passengers per Revenue Hour

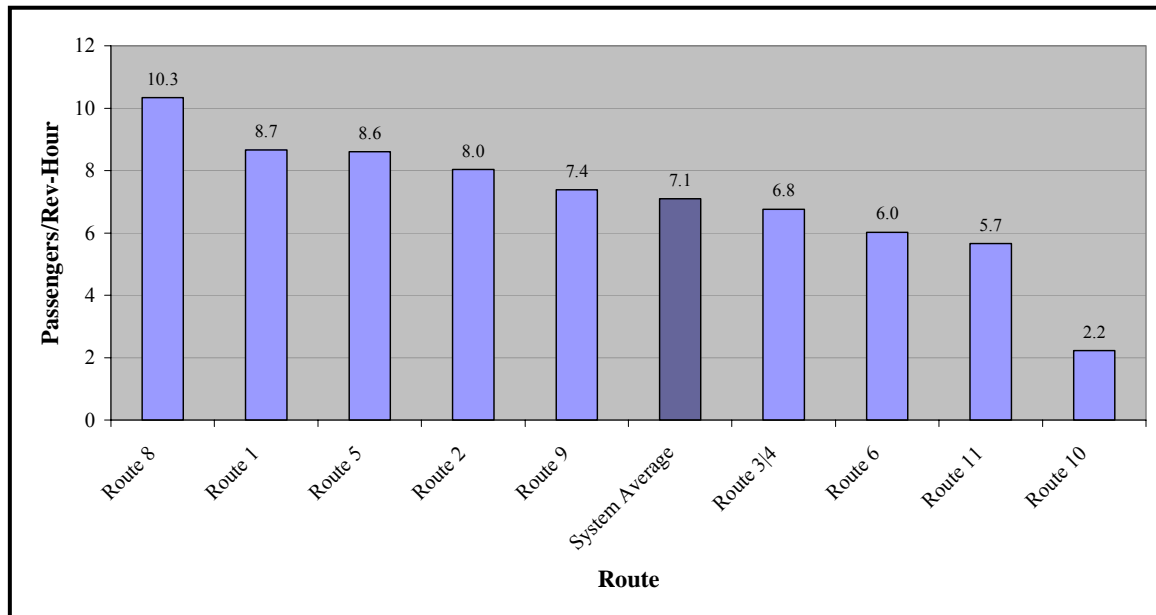
Passengers per hour is a measure of productivity and effectiveness that indicates which routes are handling the highest volume of riders. The following analysis reveals how individual routes are performing compared to system averages and will help determine which routes warrant improvement or modification.

Three routes performed better than the system average of 19.2 passengers/hour for weekday service. Route 9, which serves the university, had the highest performance with 43.3 passengers per hour. Route 7 was a distant second with 21.0 passengers per hour. Other strong performing routes were Routes 5, 8, and 1. Figure 6-7 displays the passengers per hour rates for all weekday routes.

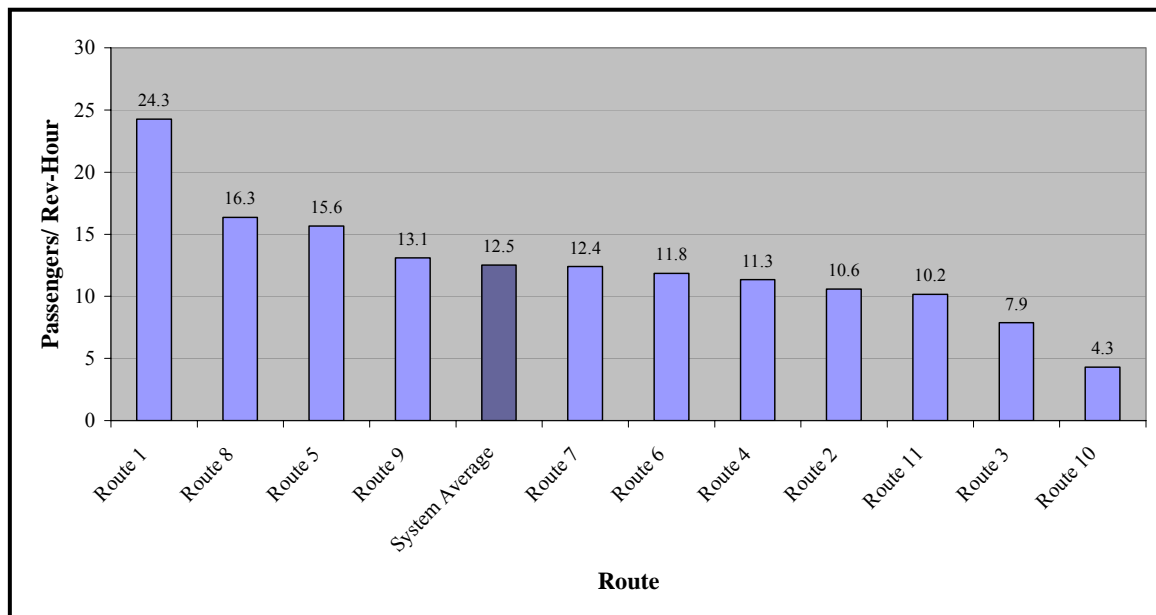
Figure 6-7 Weekday Passengers per Revenue Hour, by Route



Ridership drops off significantly during the evening hours, which is reflected in a weeknight average of only 7.1 passengers/hour. During this time period five routes (Routes 8, 1, 5, 2 and 9) performed above the average and all of the remaining routes were within 20% of the average. The only exception is Route 10, which averaged only 2.2 passengers/hour.

Figure 6-8 Evening Passengers per Revenue Hour, by Route

Saturday ridership was also significantly lower than weekday ridership, but Saturday performance tended to be better than evening performance in passengers/hour. The average number of passengers/hour on Saturdays was 12.5, as compared to 7.1 for evening service. Four routes (Routes 1, 8, 5, and 9) performed better than the system average and five routes (Routes 7, 6, 4, 2, and 11) were close to the average. Route 1 performed considerably above average with a rate of 24.3 passengers/hour. Route 3 (7.9 passengers/hour) and Route 10 (4.3 passengers/hour) were the only poorly performing routes.

Figure 6-9 Saturday Passengers per Revenue Hour, by Route

6.4.2 Passengers per Revenue Mile

Passengers per mile is also an effectiveness rating, which clarifies how many passengers a route serves compared to its length. Routes performing well in this analysis may require little or no adjustment, while routes performing poorly should be examined during the route-planning phase of this study. When evaluating routes using passengers/mile, longer routes tend not to perform as well as shorter, neighborhood-oriented routes. In such cases, passengers per hour and cost per passenger should also be considered to rate overall route performance. This is not of great concern in Eau Claire because most routes have similar lengths. Route 9 is the only route notably shorter than the others.

ECT's system average for weekday passengers per mile was 1.3. As Figure 6-10 indicates, Route 9 had the highest number of passengers per mile at 4.0. Routes 7 and 8 also had greater than or equal average passengers per mile rates (1.4 and 1.3 respectively). Route 1 and Route 5 were close to the average while Routes 6, 3, 2, 11, 4, and 10 all performed below average. Most notably, Route 10 produced less than a third of the average number of passengers per mile.

The system average for passengers per mile dropped to .5 during evening service. Route 5 produced the highest number of passengers per mile at .9, while Routes 8, 1, 2 and 9 also had above average rates. Routes 6, 3/4, 11, and 10 all performed below the system average. These results are illustrated in Figure 6-11.

Figure 6-10 Weekday Passengers per Mile, by Route

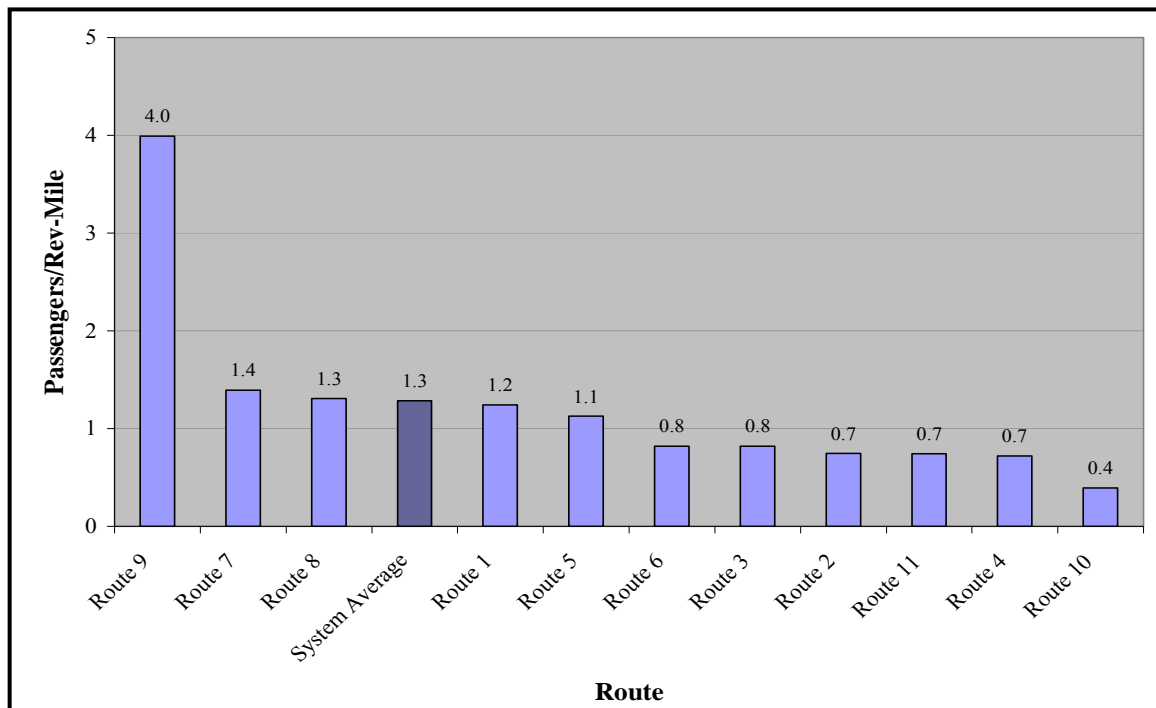
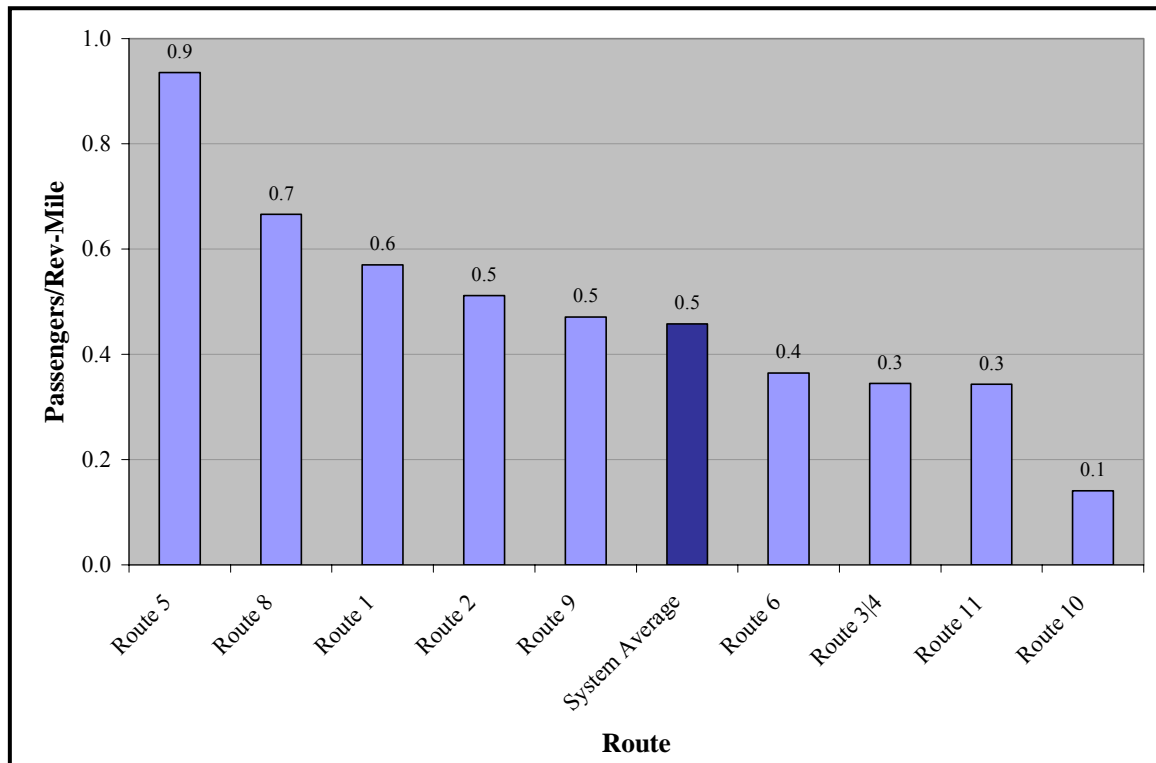
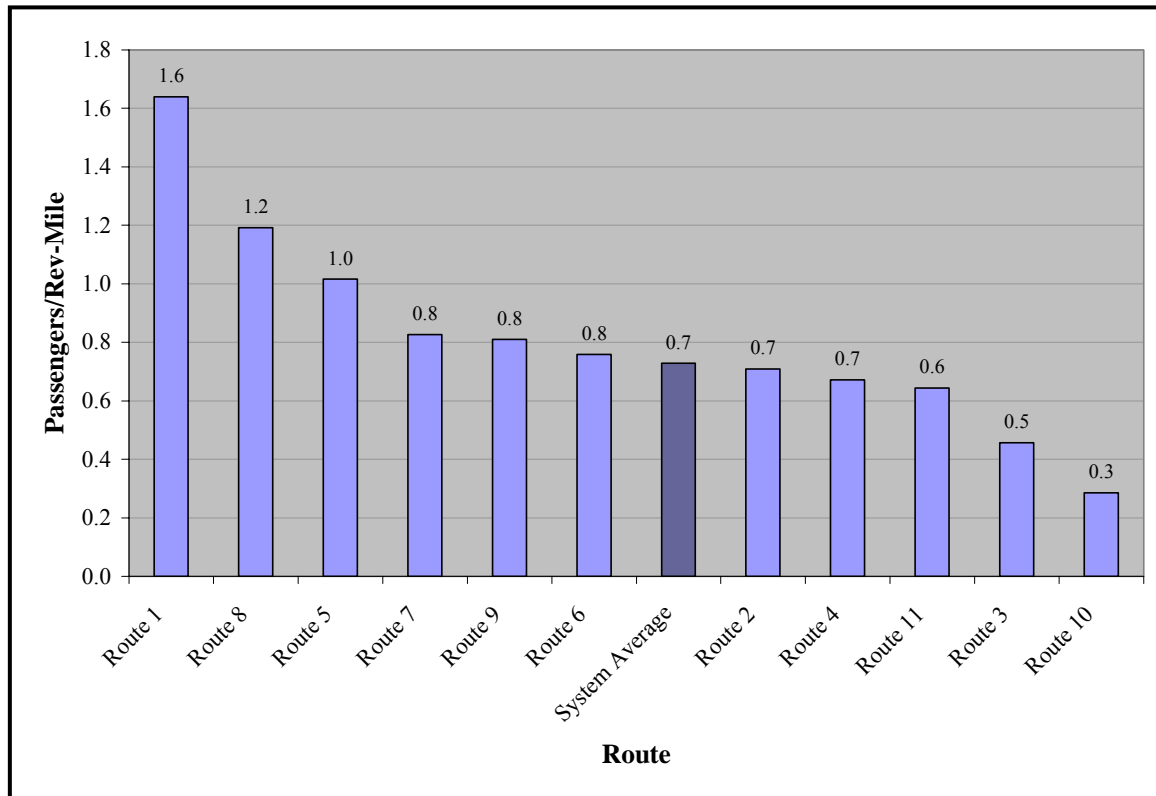


Figure 6-11 Evening Passengers Per Mile, by Route

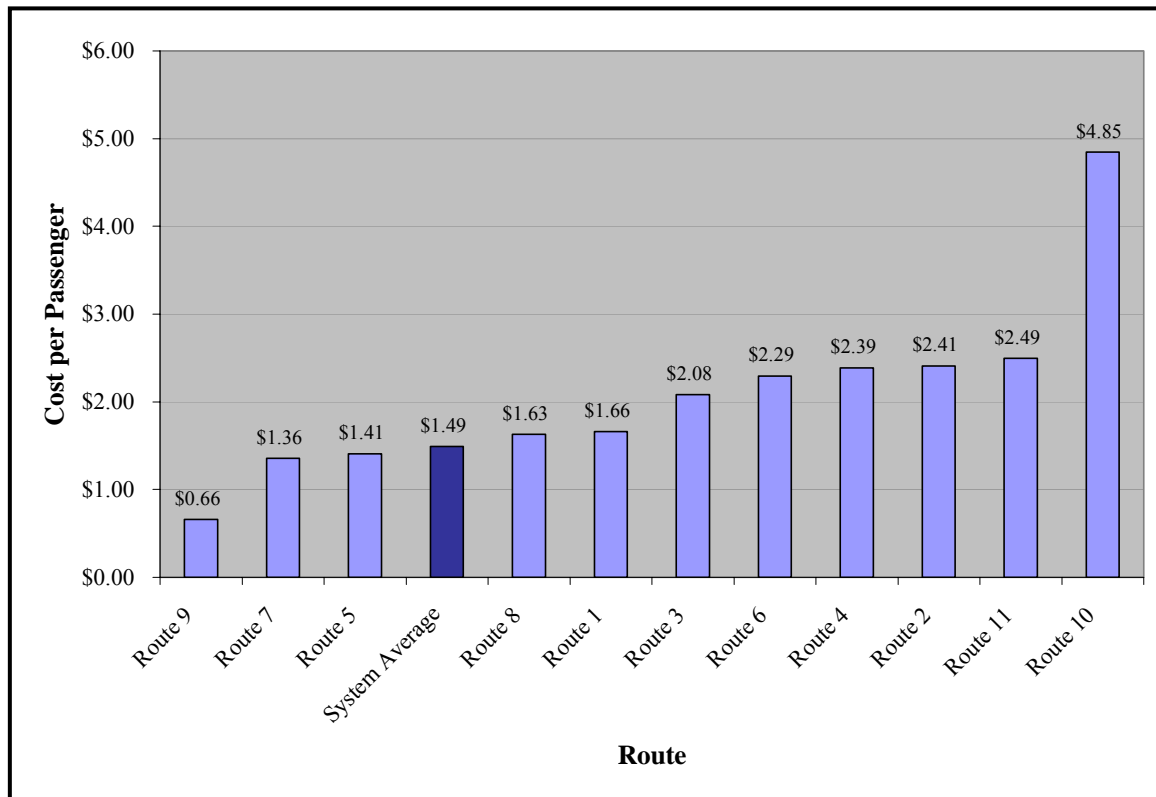
System performance was slightly better on Saturdays than on weeknights when the system average was .7 passengers/mile. The best performing route was Route 1 with 1.6 passengers/mile. Five routes (Routes 8, 5, 7, 9, and 6) performed above the system average, three routes (Routes 2, 4, and 11) were close to the system average, and two routes (Routes 3 and 10) performed below average.

Figure 6-12 Saturday Passengers per Mile, by Route

6.4.3 Cost Per Passenger

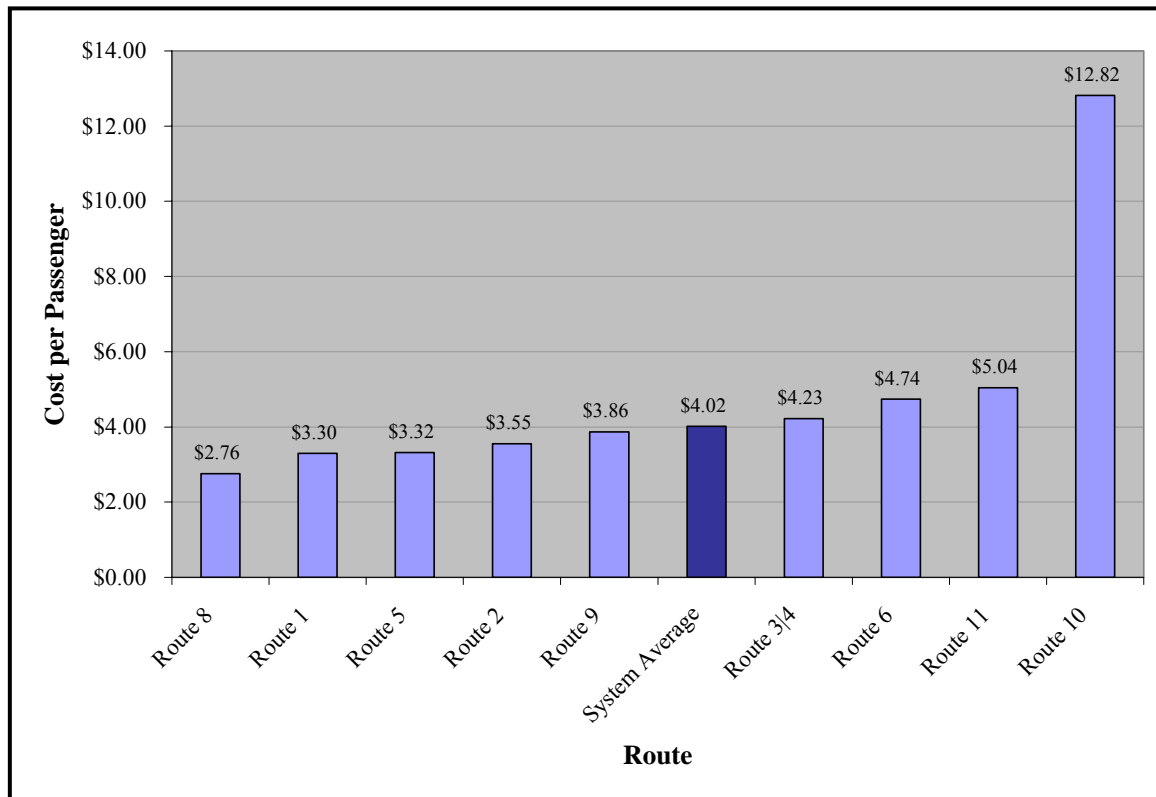
The cost per passenger for ECT's fixed route services was computed using the system cost per revenue hour, route revenue hours and route ridership. The cost per revenue hour was calculated by dividing the operating cost for transit services in 2002 (\$1,530,276) by the total number of revenue hours provided in 2002. The cost per revenue hour in 2002 was \$29.21. This cost per revenue hour was multiplied by the number of service hours for each route, giving a total cost by route. This route cost was then divided by the number of passengers served by the route to arrive at an approximate cost per passenger.

The average cost per passenger for weekday service was \$1.49. Three routes (Routes 9, 7, and 5) provided service at a lower cost and two routes (Routes 8 and 1) were close to the system average. Of the remaining routes, five (Routes 3, 6, 4, 2 and 11) were moderately more expensive and Route 10 was considerably more expensive than the average at \$4.85 per passenger. Figure 6-13 illustrates the weekday cost per passenger by route.

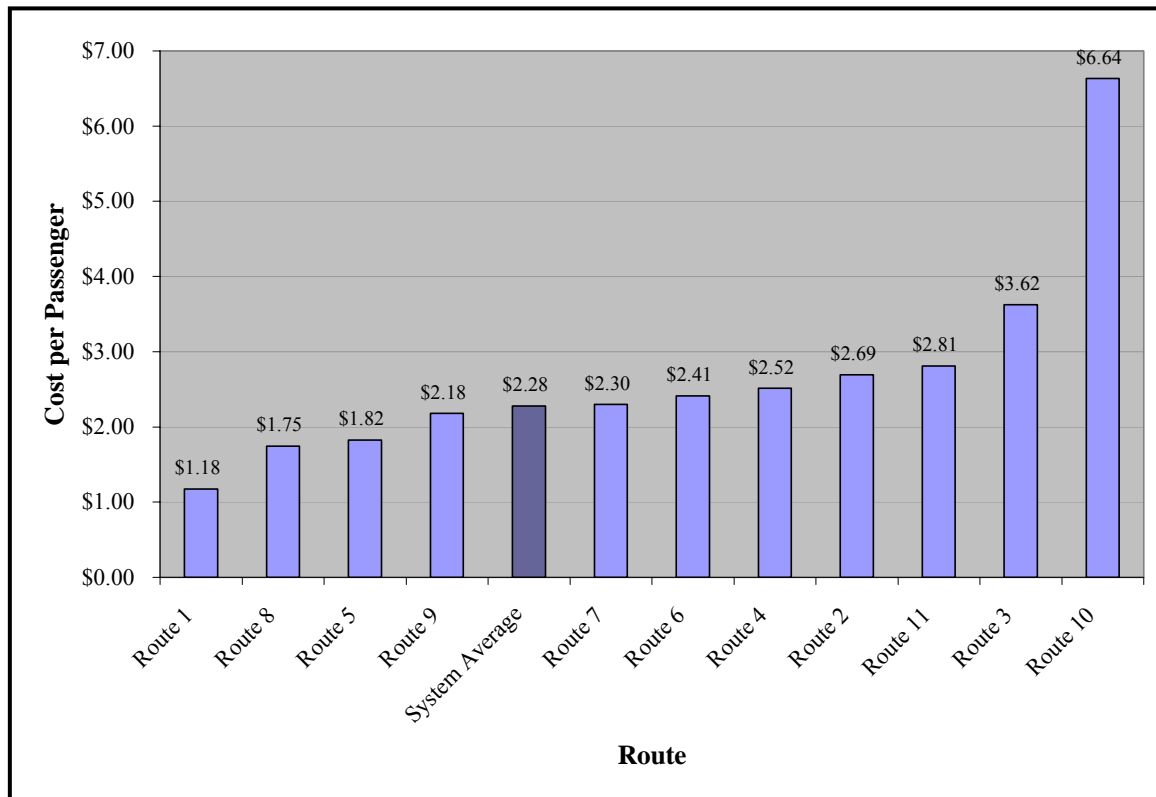
Figure 6-13 Weekday Cost per Passenger, by Route

As would be expected given previous results, evening service is more expensive to provide on a per passenger basis. For 2002, the average cost per passenger for evening service was over three times the cost of daytime service, at an average cost of \$4.02. Five routes (Routes 8, 1, 5, 2 and 9) performed better than the system average and another three (Routes 3/4, 6, and 11) had marginally higher costs. The cost per passenger on Route 10 was \$12.82, three times the evening average and nine times the weekday average.

Like the other performance measures, the cost per passenger for Saturday routes was between the cost of weekday and weeknight trips. In this case, the average cost/passenger was \$2.28, roughly 60% more than weekday trips. The most cost effective route was Route 1, at \$1.18 per passenger. Other routes with above average cost effectiveness include Routes 8 (\$1.75), 5 (\$1.82), and 9 (\$2.18). Five routes (Routes 7, 6, 4, 2, and 11) had slightly higher than average costs and two routes had significantly higher costs. Route 3 had a cost of \$3.62 per passenger and Route 10 was the least cost effective at \$6.64.

Figure 6-14 Evening Cost per Passenger, by Route

Overall, weekday service was the most productive, effective, and cost efficient. Saturday service also performed reasonably well, while evening service was the worst performing. Next, these route level results will be combined and evaluated to produce a comprehensive ranking of ECT's regular service routes.

Figure 6-15 Saturday Cost per Passenger, by Route

6.5 Ordinal Rankings

Ordinal rankings of individual ECT routes were developed to qualitatively illustrate their efficiency and effectiveness. Each route was ranked with respect to the three diagnostic indicators and then these ranks were summed to gauge overall performance. Above average routes had above average productivity (as demonstrated by passengers per revenue mile and revenue hour rates) and above average service effectiveness (as seen in the cost per passenger). Routes were ranked average if they were within 20% of the system average. Routes that performed within 60% of the system average were ranked below average and routes performing worse than this were identified as the worst performers.

As seen in Table 6-1, four of the weekday routes were ranked above average. The best performing route was Route 9, which was followed by Routes 7, 5, and 8. Route 1 was the only route rated as average. Five routes were ranked below average, including Routes 3, 6, 2, 4, and 11. Route 10 was the only route identified as worst performing. All routes that performed below average should be examined for ways to improve their productivity and efficiency.

Table 6-1 Ranking of Weekday Routes

Above Average
9 - University
7 - West Clairemont Altoona
5 - Rudolph Road West MacArthur
8 - Folsom & Vine Memorial
Average
1 - Margaret Malls
Below Average
3 - North High
6 - Putnam Heights Malls
2 - Mt. Washington Delong
4 - Locust Lane
11 - South Loop
Worst Performing
10 - Alpine

Due to the unique conditions under which evening and weekend routes operate, the evaluation standards used to rate them were slightly more lenient. As shown in Table 6-2, five of the evening routes are rated above average, two are average, one is below average, and one is worst performing. In this case, Route 8 is the best performing route, followed by Route 1, Route 5, Route 2 and Route 9. The average routes were led by the combined 3|4 route, followed by Routes 6. Route 11 performed below average and Route 10 was the worst performing. Service changes have been developed for both Route 11 and Route 10 in Chapter 7 in order to identify ways to improve route performance.

Table 6-2 Ranking of Weeknight Routes

Above Average
8 - Folsom & Vine Memorial
1 - Margaret Malls
5 - Rudolph Road West MacArthur
2 - Mt. Washington Delong
9 - University
Average
3 4 - Evening North High Locust Lane Combination
6 - Putnam Heights Malls
Below Average
11 - South Loop
Worst Performing
10 - Alpine

For Saturday service, the ordinal rankings by route are provided in Table 6-3. As listed below, Routes 1, 8, 5, 9, and 7 all performed better than the system average. Routes 6, 4 and 2 have average performance. In contrast, Routes 11 and 3 performed worse than the system average and again, Route 10 was the worst performer of the system.

Table 6-3 Ranking of Saturday Routes

Above Average
1 - Margaret Malls
8 - Folsom & Vine Memorial
5 - Rudolph Road West MacArthur
9 - University
7 - West Clairemont Altoona
Average
6 - Putnam Heights Malls
4 - Locust Lane
2 - Mt. Washington DeLong
Below Average
11 - South Loop
3 - North High
Worst Performing
10 - Alpine

6.6 Route Level Analysis

This section details the performance of individual routes within the ECT system. It discusses routes and segments within routes, giving a thorough presentation of each route's strengths and weaknesses. Each route has a profile that starts with a basic description of the route. After the route description, key service and operating characteristics for the route are presented in a table with the following information:

- Service span
- Daily vehicle trips
- Daily revenue miles²
- Peak vehicle requirement
- Headway by time of day³
- Average passengers per hour (from boarding and alighting survey)
- Average daily boardings, 2002
- Passengers per revenue hour, 2002
- Passengers per revenue mile, 2002
- High activity bus stops (from boarding and alighting survey)
- Low activity route segments (from boarding and alighting survey)

² Daily revenue miles were obtained from "Exhibit B" of ECT's 2002 federal grant application.

³ Where AM is before 10 A.M., MID is between 10 A.M. and 2 P.M., PM is between 2 P.M. and 6 P.M., and Night is after 6 P.M.

A descriptive narrative then synthesizes the route's performance, highlighting route performance by time of day and route diagnostics.

6.6.1 Route 1 Margaret | Malls

Route 1 operates along Main Street, Margaret Street, East Lexington Boulevard, and Oakwood Mall Drive. Table 6-4 provides a route profile for Route 1, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-4 Route 1 Profile

SERVICE CHARACTERISTICS							
	Service Span	Daily Vehicle Trips	Daily Revenue Miles	Vehicles		Headways	
				Day	Night	Day	Night
Weekday	6:15 A.M. - 10:15 P.M.	16	227	1	1	60	60
Saturday	8:15 A.M. - 6:15 P.M.	10	148	1		60	
PERFORMANCE MEASURES							
	Boarding and Alighting Survey Results				Annual Ridership and Productivity		
	Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Mile
	AM	MID	PM	Night	Day	Night	Day
Weekday	6.3	18.5	23.5	9.8	206.2	34.7	1.24
Saturday					242.7	24.3	1.6
STOP ACTIVITY							
Most Active Bus Stops		Outbound			Inbound		
25 or more boardings or alightings		Transfer Center (100/0)			WalMart (28/34)		
		Oakwood Mall, first stop (10/49)			Transfer Center (0/85)		
Least Active Route Segments		Outbound			Inbound		
Fewer than 3 boardings or alightings per stop		Between Transfer Center & E. Lexington/Keith			Between Oakwood Mall-Sheel's & Commonwealth/Best Buy		
		Between E. Lexington/Keith & Skeels/Pomona			Between super Target & Skeels/Pomona		
		Between HC Prange's & E. Hamilton/Rogan's Shoes			Between Skeels/Pomona & Main/Summer		
					Between Main/Summer & Transfer Center		

Route Performance by Time of Day

Hourly ridership for Route 1 increases throughout the day and is highest during the afternoon with 23.5 passengers/hour. Night ridership is roughly half the midday and afternoon rates, but exceeds the level of morning activity by 50%. Route 1 is busiest on its 3:15 P.M. run (40 boardings).

Boarding and Alighting Analysis

As to be expected, boarding and alighting activity is concentrated at the transfer center and at the Oakwood Mall. The busiest stops and their corresponding number of boardings are: Transfer Center (100), Wal-Mart (28), Oakwood Mall Theatres (17), and Oakwood Mall 1st Stop (10). Boardings at the transfer center account for 43% of the total route boardings. Segments of very low ridership activity occur throughout the rest of the route. No stops between the Transfer Center, the mall, and those clustered along South Hastings receive any greater than 5 boardings and alightings. Several received no ridership activity at all, notably those in the middle of the route along Margaret Street.

Route Diagnostics

Route 1 carried 8% of weekday ridership, 14% of evening ridership, and 18% of Saturday ridership in 2002. For weekday service, Route 1 has average performance. Its passenger/hour and passenger/mile rates of 17.2 and 1.2 are slightly lower than the system averages of 19.9 and 1.3. Route 1's cost per passenger is \$1.70, which is moderately higher than the system average of \$1.46. In weeknight service, Route 1 has above average performance to superior performance on all three indicators. For Saturday service, Route 1 also performed above average, ranking first

according to all three indicators. In fact, the cost per passenger of \$1.20 is lower than its weekday costs and the weekday system average cost.

6.6.2 Route 2 Mt. Washington | Delong

Route 2 Mt. Washington operates along Lake Street, Water Street, Menomonie Street, Ferry Street, Cleveland Street, and Crescent Avenue and Route 2 Delong operates along Lake Street, Fifth Avenue, Vine Street, Fairmont Avenue, Cameron Street, and Whipple Street. Table 6-5 provides a route profile for Route 2, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-5 Route 2 Profile

SERVICE CHARACTERISTICS											
	Service Span	Daily Vehicle Trips			Daily Revenue Miles	Vehicles		Headways			
						Day	Night	Day	Night		
Weekday	6:00 A.M. - 10:15 P.M.	19.3			305	1	1	60/30	60		
Saturday	8:15 A.M. - 6:45 P.M.	10.5			157	1		60			
PERFORMANCE MEASURES											
Boarding and Alighting Survey Results					Annual Ridership and Productivity						
	Average Passengers per Hour (Weekday)				Week	Daily Passenger Boardings		Passengers per Revenue-Hour		Passengers per Revenue-Mile	
	AM	MID	PM	Night		Day	Night	Day	Night	Day	Night
Mt. Washington	7.3	6.5	19.3	2.4	Week	186.6	28.1	11.8	8.0	0.75	0.57
Delong	10.8	8.5	19.3	4.8	Sat	111.3		10.6		0.71	
STOP ACTIVITY											
Most Active Bus Stops			Mt. Washington				Delong				
25 or more boardings or alightings			Outbound: Transfer Center (47/3)				Outbound: Transfer Center (85/22)				
			Inbound: Transfer Center (21/59)				Inbound: Transfer Center (16/52)				
Least Active Route Segments			Mt. Washington				Delong				
Fewer than 3 boardings or alightings per stop			Outbound: Between Transfer Center & Water/4th				Outbound: Between Transfer Center & Lake/2nd				
			Outbound: Between Water/6th & Water/10th				Outbound: Between Lake/4th & 5th/Chestnut				
			Outbound: Between Ferry/Second Reserve & Pitt/Cleveland				Outbound: Between Madison/Hancock & Vine/14th				
			Inbound: Between Candell/Ferry & Water/4th				Inbound: Between Meridian/Sunset & Cameron/Whipple				
			Inbound: Between Water/4th & Transfer Center				Inbound: Between Chestnut/5th & Transfer Center				

Route Performance by Time of Day

Hourly ridership increases throughout the day for the Mt. Washington segment, with a maximum of 19.3 passengers/hour in the afternoon. On the Delong segment, ridership is higher in the morning, decreases midday, and then peaks in the afternoon with 19.3 passengers/hour. The time period with the lowest activity for both segments occurs at night.

Boarding and Alighting Analysis

Boarding and alighting activity along the Mt. Washington loop of Route 2 is concentrated at the Transfer Center, the 68 boardings account for almost 50% of the daily activity. Other locations with significant activity include Menomonie/Ferry (9 boardings and 6 alightings), the Mt. Washington Residences (10 boardings and 10 alightings), and 4th/Niagara (9 boardings). The remainder of the route experiences minor additional boardings and very few alightings. Segments of very low ridership activity occur between Ferry/Crescent and Water/7th, as well as between 4th/Broadway and the Transfer Center.

For the Delong segment, boarding and alighting activity is also concentrated at the Transfer Center where the 101 boardings account for almost 60% of the daily boardings. Other activity points include Vine/Delong (9 boardings) and Cameron/Bellinger (6 boardings). Segments of very low ridership activity occur outbound between Madison/Whipple and Vine at Delong. Inbound Route 2 Delong experiences very low ridership activity between Cameron/Nickolas, and Cameron/Whipple, and between 5th/Fulton and the Transfer Center.

Route Diagnostics

Route 2 carried 7% of weekday passengers, 11% of weeknight passengers, and 8% of Saturday passengers in 2002. Route 2 received a below average rating for its weekday service. The route carried 11.8 passengers per hour and 0.7 passengers per mile at a cost of \$2.41 per passenger. Route performance was much better in the evening where Route 2 rated above average, performing better than the system average for passengers per hour (8.0) and cost per passenger (\$3.55). For Saturday service, Route 2 rated average with values only slightly worse than the system average.

6.6.3 Route 3 North High

Route 3 operates along Farwell Street, Birch Street, Western Avenue, Anderson Drive, White Avenue, Hogarth Street, Starr Avenue, Eddy Lane, and Piedmont Road. Table 6-6 provides a route profile for Route 3, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-6 Route 3 Profile

SERVICE CHARACTERISTICS										
	Service Span		Daily Vehicle Trips		Daily Revenue Miles	Vehicles		Headways		
Weekday	6:15 A.M. - 6:45 P.M.		12.5		291	1		60		
Saturday	8:45 A.M. - 6:45 P.M.		10.0		171	1		60		
PERFORMANCE MEASURES										
Boarding and Alighting Survey Results					Annual Ridership and Productivity					
	Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Hour		Passengers per Revenue-Mile	
	AM	MID	PM	Night	Day	Night	Day	Night	Day	Night
Weekday	14.7	14	14.5		174.1		13.7		0.82	
Saturday					78.0		7.9		0.46	
STOP ACTIVITY										
Most Active Bus Stops			Outbound			Inbound				
25 or more boardings or alightings			Transfer Center (66/0)			Mercury at North High (26/5)				
						Transfer Center (0/71)				
Least Active Route Segments			Outbound			Inbound				
Fewer than 3 boardings or alightings per stop			Between Transfer Center & Wisconsin/Putnam			Anderson/Hogarth to Mercury at North High				
			Between Starr/Omaha & Western/Marquette							
			White/Davey to end							

Route Performance by Time of Day

On an hourly basis, boarding activity on Route 3 is very constant. In general, most passengers travel in the morning between 6:45 A.M. and 7:45 A.M., and in the afternoon between 11:45 A.M. and 3:45 P.M. Evening service for Route 3 is provided by the Route 3/4 combination.

Boarding and Alighting Analysis

Boarding and alighting activity is concentrated at the Transfer Center (66 boardings and 71 alightings), Mercury at North High (26 boardings and 5 alightings), Bellevue/Spring (2 boardings and 11 alightings), and Western/Marquette (17 alightings). Roughly 35% of daily boardings take place at the transfer center and another 15% occur at Mercury at North High. There is very low activity on the majority of Route 3 in both directions. Segments of very low ridership activity occur inbound between Andersen/Hogarth and Mercury at North High and outbound between the transfer center and Wisconsin/Putnam, Starr/Omaha and Western/Marquette, and from White/Davey to the route midpoint.

Route Diagnostics

Route 3 carried 7% of weekday passengers and 6% of Saturday passengers in 2002. For weekday service, Route 3 rated below average with performance below the system average for each performance indicator. The number of passengers per hour (13.7) and mile (0.8) and the cost per passenger (\$2.13) were all worse than the system average. Route 3 also rated below average for Saturday service, ranking worse than it did for weekday service (10th for Saturday versus 7th for weekday service).

6.6.4 Route 4 Locust Lane

Route 4 operates along South Barstow Street, Forest Street, Birch Street, Brookline Avenue, LaSalle Street, Abbe Hill Road, Eddy Lane, Locust Lane, and Zephyr Hill Avenue. Table 6-7 provides a route profile for Route 4, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-7 Route 4 Profile

SERVICE CHARACTERISTICS							
	Service Span	Daily Vehicle Trips	Daily Revenue Miles	Vehicles		Headways	
				Day	Night	Day	Night
Weekday	6:30 A.M. - 6:15 P.M.	12	199	1	1	60	
Saturday	8:15 A.M. - 6:15 P.M.	10	169	1		60	
PERFORMANCE MEASURES							
	Boarding and Alighting Survey Results				Annual Ridership and Productivity		
	Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Mile
	AM	MID	PM	Night	Day	Night	Day
Weekday	10.5	10.8	21.8		143.5		0.72
Saturday					113.4		0.67
STOP ACTIVITY							
Most Active Bus Stops		Outbound			Inbound		
25 or more boardings or alightings		Transfer Center (64/17)			Transfer Center (14/55)		
Least Active Route Segments		Outbound			Inbound		
Fewer than 3 boardings or alightings per stop		Between Addison/Pershing & Eddy/Birch			Between Eddy/Northland & Zephyr Hills/Peebles		
		Between Seymour/Brookline & Eastlawn/Hillview			Between Birch/Dewey & Forest/Sara		
					Between Forest/Sara & Barstow/Madison		

Route Performance by Time of Day

Passenger boardings per hour on Route 4 are relatively constant in the morning and midday and then double during the afternoon. Activity is highest on Route 4 in the afternoon, peaking on the 2:15 P.M. run with 34 boardings. Evening service along the route is provided by the Route 3/4 combination.

Boarding and Alighting Analysis

Boarding and alighting activity is concentrated at the Transfer Center (78 boardings and 72 alightings), which accounts for almost half of the daily boardings. There is moderate activity inbound along Birch Street between Fall (6 boardings) and Dewey (6 boardings, 3 alightings), and moderate alightings outbound along Birch, between Eddy (1 boarding and 5 alightings) and Cub Foods (12 alightings). Segments of very low ridership activity occur outbound between Brookline and Essex and Abbe Hill and Eddy, and inbound between Abbe Hill and Terry to Zephyr Hill and Peebles.

Route Diagnostics

Route 4 carried 5% of weekday ridership and 9% of Saturday ridership in 2002. For weekday service, Route 4 rated below average due to poor performance in passengers per hour (12.0), passengers per mile (0.7), and cost per passenger (\$2.44). However, it rated average for Saturday service with passenger per hour and mile rates near the system average, and a cost per passenger within 10% of the average.

6.6.5 Route 3/4 Evening North High | Locust Lane Combination

Route 3/4 operates along South Barstow Street, Forest Street, Birch Street, Western Avenue, Piedmont Road, Eddy Lane, Starr Avenue, Runway Avenue, Locust Lane, and Zephyr Hill Avenue. Table 6-8 provides a route profile for Route 3/4, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-8 Route 3/4 Profile

SERVICE CHARACTERISTICS										
	Service Span	Daily Vehicle Trips	Daily Revenue Miles	Vehicles		Headways				
				Day	Night	Day	Night			
Weekday	6:45 P.M. - 10:28 P.M.	4	78		1		60			
Saturday										
PERFORMANCE MEASURES										
	Boarding and Alighting Survey Results				Annual Ridership and Productivity					
	Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Hour		Passengers per Revenue-Mile	
	AM	MID	PM	Night	Day	Night	Day	Night	Day	Night
	Weekday			3.0		27.0		6.8		0.34
	Saturday									
STOP ACTIVITY										
Most Active Bus Stops		Outbound			Inbound					
25 or more boardings or alightings										
Least Active Route Segments		Outbound			Inbound					
Fewer than 3 boardings or alightings per stop		Entire route, except Transfer Center (8/0)			Entire route					

Route Performance by Time of Day

Average ridership in the evening time period is 3.0 passengers/hour for Route 3/4. Ridership on Route 3/4 is quite low, with its busiest runs outbound at 6:45 P.M. (3 boardings) and 7:45 P.M. (4 boardings). Inbound route 3/4 picked up only one passenger traveling at 8:14 P.M.

Boarding and Alighting Analysis

Boarding and alighting activity is concentrated at the Transfer Center. All outbound boardings occur at the Transfer Center, with alightings at Barstow/Eau Claire (2), Birch/Germania (2), and at Birch/Centre, Birch/Spring, Seymour/Western, and Melby/White (1 each). Inbound, the one passenger boarded at LaSalle/Service Road and alighted at Birch/Deyo.

Route Diagnostics

Route 3/4 carried 11% of evening ridership in 2002 with 6.8 passengers per hour and 0.3 passengers per mile at a cost of \$4.32 per passenger, giving it an average rating among evening routes.

6.6.6 Route 5 Rudolph Road | West MacArthur

Route 5 Rudolph Road operates along South Farwell Street, Harding Avenue, Rudolph Road, Golf Road, and Fairfax Street and Route 5 West MacArthur operates along South Farwell Street, State Street, MacArthur Avenue, West Hamilton Avenue, and Westover Road. Table 6-9 provides a route profile for Route 5, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-9 Route 5 Profile

SERVICE CHARACTERISTICS											
	Service Span		Daily Vehicle Trips			Daily Revenue Miles		Vehicles		Headways	
								Day	Night	Day	Night
Weekday	6:15 A.M. - 9:45 P.M.		16			253		1	1	60	60
Saturday	8:15 A.M. - 6:15 P.M.		10			154		1		60	
PERFORMANCE MEASURES											
	Boarding and Alighting Survey Results						Annual Ridership and Productivity				
	Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Hour		Passengers per Revenue-Mile		
	AM	MID	PM	Night	Day		Night	Day	Night	Day	Night
Rudolph	11.8	12.8	7.8	2.8	Week	243.7	34.4	20.3	8.6	1.13	0.94
W. MacArthur	26.3	16.0	12.0	2.5	Sat	156.4		15.6		1.02	
STOP ACTIVITY											
Most Active Bus Stops			Rudolph Road				West MacArthur				
25 or more boardings or alightings			Outbound: Transfer Center (20/28)				Outbound: Transfer Center (41/19)				
			Inbound: Transfer Center (71/34)				Outbound: Shopko Plaza, first stop (32/25)				
							Inbound: Transfer Center (25/72)				
Least Active Route Segments			Rudolph Road				West MacArthur				
Fewer than 3 boardings or alightings per stop			Outbound: From Washington/Dewey to end				Outbound: Between Transfer Center & Thomas/Kenney				
			Inbound: Between Fairfax/Sessions & Farwell/Marston				Inbound: Between W. Hamilton/Stein & Washington/Barstow				
			Inbound: Beginning to Golf/Fairfax								

Route Performance by Time of Day

The Rudolph segment of Route 5 had relatively constant ridership in the morning and midday, with a drop in activity in the afternoon that drops even further at night. In contrast, the W. MacArthur segment has its highest activity in the morning with 26.3 passengers/hour and then steadily decreases as the day progresses. Evening activity is significantly lower at 2.5 passengers per hour. Boardings peak for the Rudolph segment in the early morning on the 7:15 A.M. run (18 boardings) and on the 12:15 P.M. run (22 boardings). A peak in W. MacArthur boardings occurs on the 3:45 P.M. run with 20 boardings.

Boarding and Alighting Analysis

Activity on the Rudolph segment of Route 5 is concentrated at the Transfer Center (91 boardings, 62 alightings), which accounts for 65% of weekday boardings. On the W. MacArthur segment 50% of the boardings occurred at the Transfer Center (76 boardings and 104 alightings) and 36% occurred at the Shopko Plaza (51 boardings, 32 alightings).

Route Diagnostics

Route 5 carried 9% of weekday passengers, 14% of evening passengers, and 12% of Saturday passengers in 2002. With 20.3 passengers/hour, 1.1 passengers/mile, and a cost of \$1.44 per passengers Route 5 had average performance in weekday service. Route 5 performed above average in evening service, with 8.6 passengers/hour, 0.9 passengers/mile, and a cost of \$3.39 per

passenger. Saturday performance was also rated above average for Route 5, where its performance was superior to the system average for each of the three indicators.

6.6.7 Route 6 Putnam Heights | Malls

Route 6 operates along Graham Avenue, State Street, East Hamilton Avenue, Lexington Boulevard, Rudolph Road, Mitscher Avenue, Fairfax Street, Golf Road, Oakwood Hills Parkway, Oakwood Mall Drive, Skeels Avenue, and South Barstow Street. Table 6-10 provides a route profile for Route 6, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-10 Route 6 Profile

SERVICE CHARACTERISTICS							
	Service Span	Daily Vehicle Trips	Daily Revenue Miles	Vehicles		Headways	
				Day	Night	Day	Night
Weekday	6:45 A.M. - 10:32 P.M.	16	251	1	1	60	60
Saturday	8:15 A.M. - 6:45 P.M.	10	156	1		60	
PERFORMANCE MEASURES							
Boarding and Alighting Survey Results				Annual Ridership and Productivity			
Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Hour	
	AM	MID	PM	Day	Night	Day	Night
Weekday	12.9	14	13.3	151.9	24.1	12.5	6.0
Saturday				118.3		11.8	0.76
STOP ACTIVITY							
Most Active Bus Stops		Outbound		Inbound			
25 or more boardings or alightings		Transfer Center (88/0)		Oakwood Mall Theatres (24/1)			
		Oakwood Mall, first stop (12/22)		Transfer Center (4/65)			
Least Active Route Segments		Outbound		Inbound			
Fewer than 3 boardings or alightings per stop		Between State/Roosevelt & Mitscher/Hester		Between Miller/Brian & State/Lincoln			

Route Performance by Time of Day

Boardings on Route 6 are fairly constant throughout the day, ranging between 12.9 passengers/hour in the morning and 14 passengers/hour midday. Boardings peak at 11:45 A.M. (22) and 4:45 P.M. (22). Boardings drop off dramatically at night.

Boarding and Alighting Analysis

Boarding and alighting activity is concentrated at the ends of Route 6. Half of daily boardings occur at the Transfer Center (92 boardings and 65 alightings) and almost 20% occur at the Oakwood Mall stops (36 boardings, 23 alightings). Segments of very low ridership activity occur inbound between Millar/Brian and the Transfer Center, and outbound between the Transfer Center and Gold/Woodstock.

Route Diagnostics

Route 6 carried 6% of weekday passengers, 10% of evening passengers, and 9% of Saturday passengers in 2002. Route 6 performs below average in weekday service with values significantly below the system averages. Values of 6.0 passengers/hour, 0.4 passengers/mile, and a cost of \$4.85 per passenger result in an average rating for Route 6 in evening service. Route 6 experiences its best relative performance during Saturday service. Route 6's performance was better than average for passengers/hour and passengers/mile while the cost per passenger was slightly worse than average.

6.6.8 Route 7 West Clairemont | Altoona

Route 7 West Clairemont operates along Graham Avenue, State Street, MacArthur Avenue, West Clairemont Avenue, Menomonie Street, Water Street, 1st Avenue, and Lake Street and Route 7 Altoona operates along Main Street, Highland Avenue, South Wilson Drive, Bartlett Avenue, 3rd Street, and Spooner Avenue. Table 6-11 provides a route profile for Route 7, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-11 Route 7 Profile

SERVICE CHARACTERISTICS											
	Service Span		Daily Vehicle Trips		Daily Revenue Miles		Vehicles		Headways		
							Day	Night	Day	Night	
Weekday	6:45 A.M. - 6:15 P.M.		11.5		174		1	1	60		
Saturday	8:15 A.M. - 6:15 P.M.		10		150		1		60		
PERFORMANCE MEASURES											
Boarding and Alighting Survey Results						Annual Ridership and Productivity					
	Average Passengers per Hour (Weekday)					Daily Passenger Boardings		Passengers per Revenue-Hour		Passengers per Revenue-Mile	
	AM	MID	PM	Night		Day	Night	Day	Night	Day	Night
W. Clairemont	15.3	19.0	10.5		Week	242.0		19.9		1.29	
Altoona	19.7	14.3	10.3	5.0	Sat	25.3		10.2		0.64	
STOP ACTIVITY											
Most Active Bus Stops			West Clairemont				Altoona				
25 or more boardings or alightings			Outbound: Transfer Center (75/17)				Outbound: Transfer Center (41/7)				
			Outbound: CVTC (16/22)				Inbound: Transfer Center (47/55)				
			Inbound: Sacred Heart Hospital (16/15)								
			Inbound: Service Road/Clairemont (0/26)								
			Inbound: Transfer Center (22/37)								
Least Active Route Segments			West Clairemont				Altoona				
Fewer than 3 boardings or alightings per stop			Outbound: Between Transfer Center & Stein/Kenney				Outbound: Between Main/Doty & Chapin/Sherwin				
			Inbound: Between Service Road/Clairemont & Transfer Center				Outbound: From Bartlett/3rd to end				
							Inbound: Between Bartlett/3rd & Lynn/Division				
							Inbound: Between Chapin/Hogeboom & Main/Talmadge				

Route Performance by Time of Day

Boardings on the West Clairemont segment of Route 7 start at 16.3 passengers/hour in the morning, increase to 19.0 midday, and then decrease to 10.5 in the afternoon. On the Altoona segment of Route 7, boardings are highest in the morning (19.7 passengers/hour) and decrease throughout the day. The lowest activity was 6.0 passengers/hour at night.

Boarding and Alighting Analysis

Boarding and alighting activity for the West Clairemont segment is concentrated at the Transfer Center (97 boardings and 54 alightings), the CVTC (16 boardings, 22 alightings), Sacred Heart Hospital (16 boardings and 15 alightings), and Service Road/Clairemont (26 alightings). Boardings at the transfer center account for almost 60% of daily boardings. Segments of very low ridership activity occur inbound between Service Road/Clairemont and the Transfer Center, and outbound between the Transfer Center and Stein/Kenney.

For the Altoona leg of Route 7, activity is concentrated at the Transfer Center (88 boardings and 62 alightings), at Highland/East Ridge Plaza (8 boardings and 9 alightings), Bartlett/7th West (11 boardings and 5 alightings), and Spooner/Fairfax (11 boardings and 5 alightings). Boardings at the transfer center account for over 50% of daily boardings. Segments of very low ridership activity occur outbound between the Transfer Center and Chapin/Sherwin, inbound between Bartlett/3rd and Lynn/Division, and inbound between Chapin/Hogeboom and the Transfer Center.

Route Diagnostics

Route 7 carried 9% of weekday passengers and 9% of Saturday passengers. For weekday service Route 7 ranked second behind Route 9 and has an above average rating. In weekday service, Route 7 had 21.0 passengers/hour, 1.4 passengers/mile, and a cost of \$1.39 per passenger. The route also performed above average in Saturday service, with rates of 12.4 passengers/hour, 0.8 passengers/mile, and a cost of \$2.35 per passenger.

6.6.9 Route 8 Folsom & Vine

Route 8 Folsom & Vine operates along South Barstow Street, Madison Street, 3rd Street, Truax Boulevard, 14th Street, Folsom Street, Robert Road, Moholt Drive, 7th Street, and Vine Street and Route 8 Memorial operates along Main Street, Chauncey Street, Margaret Street, Fenwick Avenue, Esmond Road, East Clairemont Avenue, and Keith Street. Table 6-12 provides a route profile for Route 8, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-12 Route 8 Profile

SERVICE CHARACTERISTICS												
	Service Span				Daily Vehicle Trips		Daily Revenue Miles		Vehicles		Headways	
									Day	Night	Day	Night
Weekday	5:57 A.M. - 10:15 P.M.				29.5		405		2	1	30	60
Saturday	8:15 A.M. - 6:45 P.M.				10.5		144		1		60	
PERFORMANCE MEASURES												
	Boarding and Alighting Survey Results					Annual Ridership and Productivity						
	Average Passengers per Hour (Weekday)					Week	Daily Passenger Boardings		Passengers per Revenue-Hour		Passengers per Revenue-Mile	
	AM	MID	PM	Night	Day		Night	Day	Night	Day	Night	
Folsom & Vine	26.3	15.8	24.8	6.8		437.8	46.6	17.5	10.3	1.31	0.67	
Memorial	17.3	20.8	26.0	5.3	Sat	171.6		16.3		1.19		
STOP ACTIVITY												
Most Active Bus Stops			Folsom & Vine				Memorial					
25 or more boardings or alightings			Outbound: Transfer Center (121/0)				Outbound: Transfer Center (106/9)					
			Outbound: 3rd/Maple (9/19)				Inbound: K-Mart (27/14)					
			Inbound: Moholt at Delong (22/19)				Inbound: Memorial High (21/26)					
			Inbound: Transfer Center (10/89)				Inbound: Main/Dewey (1/38)					
							Inbound: Transfer Center (40/111)					
Least Active Route Segments			Folsom & Vine				Memorial					
Fewer than 3 boardings or alightings per stop			Inbound: Between Moholt/Delong & Cedar/11th				Outbound: Between Chauncy/Hogeboom & Fenwick/Donnellan					
			Inbound: Between Barstow/Eau Claire & Transfer Center									

Route Performance by Time of Day

The Folsom & Vine portion of Route 8 has its highest activity in the morning (26.3 passengers/hour) and afternoon (24.8 passengers/hour), with fairly constant activity midday (16.8 passengers/hour), and lower activity at night. Boardings on the Memorial segment of Route 8 consistently throughout the day until the evening (26.0 passengers/hour) when activity drops to only 6.3 passengers/hour.

Boarding and Alighting Analysis

The vast majority of boarding and alighting activity on the Folsom & Vine segment is concentrated at the Transfer Center (131 boardings and 89 alightings), which is almost 50% of the daily boardings. For the Memorial segment of Route 8, 38% of the boardings occur at the Transfer Center.

Route Diagnostics

Route 8 carried 17% of the weekday ridership, 19% of evening ridership, and 13% of the Saturday ridership. Route 8 performed above average in each service period - weekday, weeknight, and Saturday. In comparison to the other routes, Route 8 ranked highest in evening service where its 10.3 passengers/hour and \$2.82 per passenger cost were the best of the system.

6.6.10 Route 9 University

Route 9 operates along Lake Street, 7th Street, Water Street, Graham Avenue, West Clairemont Avenue, University Drive, Stein Boulevard, and MacArthur Avenue. Table 6-13 provides a route profile for Route 9, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-13 Route 9 Profile

SERVICE CHARACTERISTICS							
	Service Span	Daily Vehicle Trips	Daily Revenue Miles	Vehicles		Headways	
				Day	Night	Day	Night
Weekday	6:56 A.M. - 10:47 P.M.	26	341	3	1	20	60
Saturday	9:00 A.M. - 6:00 P.M.	9	152	1		60	
PERFORMANCE MEASURES							
Boarding and Alighting Survey Results				Annual Ridership and Productivity			
Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Hour	
	AM	MID	PM	Day	Night	Day	Night
Weekday	61.8	127	96.3	1092.8	31.6	43.3	7.4
Saturday				123.1		13.1	0.81
STOP ACTIVITY							
Most Active Bus Stops		Weekday			Evening		
75 (day)/25 (evening) or more boardings or alightings		7th/Water (54/25)			Transfer Center (16/11 & 10/12)		
		Kjer Theatre (345/207 & 180/96)					
		McFee Center (62/44)					
		Towers Hall (21/180)					
		Oakridge Hall (27/183)					
		Transfer Center (46/14 & 25/62)					
Least Active Route Segments		Weekday			Evening		
Fewer than 3 boardings or alightings per stop					Between Transfer Center & Davies Center		
					Between Stein/Kenney & Davies Theatre		

Route Performance by Time of Day

Ridership on Route 9 is much higher than other ECT routes because most of its route provides service to UWEC. Boardings are highest midday, with 127 passengers/hour and lowest at night with 12.8 passengers/hour.

Boarding and Alighting Analysis

Almost 50% of the boarding activity is concentrated the Kjer Theater stops (525 boardings and 303 alightings). In the evening, boarding and alighting activity is concentrated in the middle of the route. Other points with high activity include the Transfer Center (26 boardings and 23 alightings) and the second stop at Davies Center (16 boardings). Segments of low activity occur between the Transfer Center and the Davies Center and between Stein/Kenney and the Davies Center.

Route Diagnostics

Route 9 carried 24% of weekday passengers, 8% of evening passengers, and only 5% of Saturday passengers. Route 9 was by far the best performing route in weekday service, with 43.3 passengers/hour and 4.0 passengers/mile at a cost of only \$0.66 per passenger. Weeknight performance was also above average, with 7.4 passengers/hour, 0.5 passengers/mile, and a cost of \$3.86 per passenger. Saturday performance was somewhat better, earning Route 9 another above average rating for carrying 13.1 passengers/hour and 0.8 passengers/mile at a cost of \$2.18 per passenger.

6.6.11 Route 10 Alpine

Route 10 operates along South Barstow Street, Madison Street, Cameron Street, Warden Street, Preston Road, Alpine Road, Prairie Lane, Hewitt Street, Folsom Street, 14th Street, Vine Street, Whipple Street, and Lake Street. Table 6-14 provides a route profile for Route 10, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-14 Route 10 Profile

SERVICE CHARACTERISTICS							
	Service Span	Daily Vehicle Trips	Daily Revenue Miles	Vehicles		Headways	
				Day	Night	Day	Night
Weekday	6:29 A.M. - 10:15 P.M.	16	243	1	1	60	60
Saturday	8:29 A.M. - 6:15 P.M.	10	151	1		60	
PERFORMANCE MEASURES							
Boarding and Alighting Survey Results				Annual Ridership and Productivity			
Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Hour	Passengers per Revenue-Mile
AM	MID	PM	Night	Day	Night	Day	Night
Weekday	6.0	5.5	5.3	3.3		70.7	8.9
Saturday						43.0	10.2
STOP ACTIVITY							
Most Active Bus Stops		Outbound		Inbound			
25 or more boardings or alightings		Transfer Center (34/0)		Transfer Center (0/28)			
Least Active Route Segments		Outbound		Inbound			
Fewer than 3 boardings or alightings per stop		Between Transfer Center & Madison/Whipple		Between Truax/Folsom & Whipple @ Lutheran Hospital			
		Between Madison/Whipple & Mega West		Between Chestnut/Bollinger & Transfer Center			
		Between Mega West & HTI					
		From HTI to end (3rd/Truax)					

Route Performance by Time of Day

During the boarding and alighting survey, boarding activity was consistently low throughout the day. Average boardings were highest in the morning, with 6.0 passengers/hour. The peak number of boardings occurred at 1:15 P.M (10 boardings).

Boarding and Alighting Analysis

Boarding and alighting activity are concentrated heavily at the Transfer Center (34 boardings and 28 alightings). Segments of very low ridership activity occur along most of Route 10, with no ridership activity occurring between Heron/Hewitt and 3rd/Truax outbound. Inbound, there is very little or no ridership between Truax/Folsom and Whipple at Lutheran Hospital or between Chestnut/Bellinger and the Transfer Center.

Route Diagnostics

Route 10 carried 3% of weekday ridership, 4% of weeknight ridership, and 3% of Saturday ridership in 2002 - the smallest shares of any ECT route. Route 10 was categorized as worst performing for all service periods. For weekday service, Route 10 carried 6.9 passengers/hour and 0.4 passengers/mile at a cost of \$4.96 per passenger. For weeknight and Saturday service Route 10 also had the worst performance for each of the three indicators.

6.6.12 Route 11 South Loop

Route 11 operates along South Farwell Street, Garfield Avenue, State Street, MacArthur Avenue, West Hamilton Avenue, International Drive, East Tyler Avenue, Cummings Street, Golf Road, London Road, Fairfax Street, East Clairemont Avenue, Vernon Street, Rudolph Road, and Harding Avenue. Table 6-15 provides a route profile for Route 11, including its service characteristics, performance measures, and boarding/alighting activity.

Table 6-15 Route 11 Profile

SERVICE CHARACTERISTICS							
	Service Span	Daily Vehicle Trips	Daily Revenue Miles	Vehicles		Headways	
				Day	Night	Day	Night
Weekday	6:15 A.M. - 10:15 P.M.	16	251	1	1	60	60
Saturday	8:15 A.M. - 6:15 P.M.	10	158	1		60	
PERFORMANCE MEASURES							
	Boarding and Alighting Survey Results				Annual Ridership and Productivity		
	Average Passengers per Hour (Weekday)				Daily Passenger Boardings		Passengers per Revenue-Mile
	AM	MID	PM	Night	Day	Night	Day
							Night
Weekday	12	11	11.5	4.8	137.3	22.6	0.74
Saturday					101.6	10.2	0.64
STOP ACTIVITY							
Most Active Bus Stops		Outbound			Inbound		
25 or more boardings or alightings		Transfer Center (68/0)			Transfer Center (3/56)		
		Shopko Plaza (8/16)					
Least Active Route Segments		Outbound			Inbound		
Fewer than 3 boardings or alightings per stop		Between Farwell/Marston & MacArthur/Claudette			Between Sessions/Fairfax & Keith/Clairemont		
		Between Shopko & W. Hamilton/Stein			Between Bauer/Vernon & Washington/Dewey		
		From Hamilton/Stein to end (Golf Rd & Kappus)					

Route Performance by Time of Day

Route 11 boardings are fairly constant (between 11 and 12 passengers/hour) throughout the day until late afternoon at which point activity decreases. Route 11 has its busiest runs at 7:15 A.M., 9:15 A.M., and 2:15 P.M., carrying 16, 17, and 17 passengers, respectively.

Boarding and Alighting Analysis

Boarding and alighting activity is heavily concentrated at the Transfer Center (71 boardings and 56 alightings) for Route 11. This represents 45% of the daily boardings. Four other centers of activity deserve mention: Shopko 1st Stop (6 boardings and 16 alightings), Farwell/Marston (12 boardings), Ron's Castle Foods (7 boardings and 8 alightings), and the Shopko Plaza (10 boardings, 2 alightings). Segments of very low ridership activity occur outbound between the Transfer Center and MacArthur/Claudette, and between Shopko and Golf/Kappus. Low inbound activity occurs between Sessions/Fairfax and Washington/Dewey.

Route Diagnostics

Route 11 carried 5% of weekday ridership, 9% of evening ridership, and 8% of Saturday ridership in 2002. Route 11 was one of the worst performers in weekday service, garnering a below average rating due to low productivity and high costs. The route had similarly poor ratings for weeknight and Saturday service, but was ranked slightly better for its Saturday service.

Chapter Seven – Service Recommendations

This chapter presents issues and opportunities for transit in Eau Claire and follows them with a phased service recommendations based on the analysis of system and route-level performance. The service recommendations are separated for fixed route and paratransit service and are as presented near-, mid- and long-term changes.

7.1 Issues and Opportunities

Times of financial crises are always a challenge for government agencies, especially for those charged with providing basic services to the general public. Transit's dual role – to provide mobility for those without access to private automobiles and to reduce congestion along heavily traveled corridors, makes it even more challenging to respond to decreasing funding opportunities. In Eau Claire, ECT is a lifeline service for the transit dependent and provides the entire community with a valuable transportation option, including UWEC students. Addressing these community needs, in light of recent budget cuts, requires ingenuity and a commitment to providing the highest quality service.

In an ideal world, the only changes to a transit system would be increases in the quantity and quality of service. Unfortunately, this isn't always possible. ECT expects to lose approximately \$300,000 in funding next year. While transit cuts are never popular, they do represent an opportunity to streamline the system and to determine which aspects of the service provide the greatest utility to transit riders. This was the guiding principle utilized in the development of the service cuts presented in Section 7.2.

Based on the results of the national and state peer analyses, ECT performs very well in terms of service effectiveness compared to its peers. Ordinal rankings of the routes, using annual ridership and operating data, reinforced these findings and revealed which routes boost system performance *and* which routes decrease overall performance. The ranking identified Route 10 as the worst performing, while Route 11 consistently performed below the system average. This analysis also compared the performance between weekday, weeknight, and Saturday service, showing that evening service performs much worse than weekday and Saturday service. Then analysis from the boarding and alighting survey built on these results and helped identify route segments with low or no passenger activity and times of day when activity is lowest. Community input added to these quantitative results, bringing up issues such as the limited visibility of the transit system, concern with the quality of the Downtown Transit Center, the "figure-8" structure of Routes 2, 5, 7 and 8, and interest in service expansion to neighboring communities.

The following recommendations are based on thorough analysis, an understanding of evolving development patterns and community interests, and ECT's financial constraints. Although the recommendations address ECT's need to balance its budget, they are also based on the analysis presented in previous chapters and an overall interest in improving system-wide productivity, while continuing to meet the greatest transit needs.

7.2 Recommended Service Changes

The following recommendations are split into three time horizons, reflecting when the changes are the most appropriate and feasible to enact. Short-term recommendations are those that can be realistically implemented within the next one to two years (2004 and 2005). Mid-term

recommendations should be implemented in three to five years (2006 to 2008) and long-term recommendations would be implemented more than five years from now (2009 and beyond).

Recommendations have been reviewed for their fiscal feasibility and their potential to improve service efficiency, recognizing that the system needs to take a balanced approach in providing the best service possible to the residents of Eau Claire.

7.2.1 Short-term Service Plan

The following recommendations are designated as short-term recommendations because they address operational challenges that require immediate attention, reduce the fiscal burden of the system, or are changes that can be easily implemented. It is expected that these recommendations can be put into practice within the next two years (2004 to 2005). Table 7-5, at the end of this section, summarizes these recommendations. It should also be noted that the proposed service changes are organized by weekday and Saturday recommendations.

Significant Weekday Service Changes

Modify Route 10 and Route 11

Route 10 is a 15.8-mile loop that runs in the northwest quadrant of Eau Claire. During its 60-minute running time, the route serves parts of the Randall Park, West Riverside, Upper Westside, and Westridge neighborhoods. Route 8 – Folsom & Vine and Route 2 – Mt. Washington, also serve these neighborhoods.

In general, areas along Route 10 that are not served by another route are those north of Truax Boulevard and west of Robert Road. These areas are primarily industrial or commercial, with employment destinations such as Menard's and the Gateway Industrial Park. Although employment locations are important transit destinations, low-density industrial development and office parks generally do not produce high levels of transit ridership. This general national trend is corroborated by local data. In fiscal year 2002, Route 10 carried only 2.5% of ECT's annual ridership. The only stop with notable activity was Mega West, which during the one-day boarding and alighting survey had two boardings and six alightings. Passengers traveling to or from Mega Foods can also utilize Route 8 – Folsom & Vine.

In terms of overall performance, Route 10 was the worst performing ECT route for all service periods – weekday, weeknight, and Saturday. It warranted this categorization by having the lowest productivity (5.9 weekday passengers per hour), effectiveness (0.39 weekday passengers per mile), and cost efficiency (\$4.85 per weekday passenger). Route 10 was more than three times less productive, less efficient, and more expensive than the system average for all time periods.

Route 11 provides broad coverage to the southern areas of Eau Claire. The route's effective service area (as defined by a ¼ mile buffer around the existing alignment) overlaps with service provided by Routes 5, 6 and 9. The route is 16.5 miles long and operates on 60-minute headways, 6 days a week. In 2002, Route 11 carried 5% of the weekday trips made on ECT. In terms of overall performance, Route 11 ranked below average for its weekday service due to low productivity, low effectiveness, and high per passenger costs. Improving the performance of this route requires eliminating unproductive route segments of Route 11.

In addition to increasing service productivity and reducing ECT's operating costs, the proposed modifications to Routes 10 and 11, which are detailed below, have been designed to address the following two issues:

1. Route 5 West MacArthur has been experiencing running time issues, particularly during the evening hours. ECT bus operators have expressed concern that they are driving the route too fast just to try to keep the bus on schedule. This creates a potentially dangerous situation that must be addressed by ECT.
2. The Hope Gospel Mission Ruth House, located on the west side of N. Clairemont Ave on Mercantile Drive and Moholt Drive, is planning to open a bargain center in October 2003 and a women's shelter in January 2004. Once the Ruth House begins these new services, an increase in demand for transit service to this location is expected. The ECT transit network does not currently serve the Ruth House and the nearest route (Route 10) was being considered for elimination due to poor performance.

Although the proposed route alignments can be run using a single vehicle, the two routes will remain distinct. The new routes borrow from the more productive sections of the existing Routes 10 and 11 and each consist of a ½-hour loop emanating from the downtown transit center. One loop (Route 10) serves the Ruth House and Westridge Center in the northwest part of the city and the other (Route 11) provides service along State Street and the part of the city to the south of the UWEC campus. This service modification to Route 10 would result in an annual decrease of 2,950 revenue hours, 42,515 revenue miles, and approximately \$112,700 in variable operating costs. The changes to Route 11 would result in an annual decrease of 1,660 revenue hours, 40,775 revenue miles, and approximately \$63,300 in variable operating costs.

Figure 7-1 presents the proposed alignment for the new Route 10. The northwest loop follows the existing outbound Route 10 alignment until the intersection of Folsom St and Preston Rd. Instead of heading north at this intersection as the current route operates, the proposed alignment heads south on Preston Rd before turning east on Kohlhepp Rd. ECT will have to operate closed door along Preston because it is outside of the city limits in the town of Union, which does not pay for transit service. Before reaching N. Clairemont, the route will head south on Mercantile to provide service to the Ruth House, at which point the route continues east on Moholt, crossing N. Clairemont before rejoining the outbound route alignment by heading south on the service road to the east of N. Clairemont. The inbound route mirrors the outbound alignment with one minor deviation where Cameron turns into Madison, at which point the route stays on Cameron to serve the senior center. This route is 8.2 miles long and it is expected to have a running time of 30 minutes.

New Route 11 will follow the outbound alignment of the existing Route 11 until the intersection of Eldorado Boulevard and W. Hamilton Avenue. The route will head east on W. Hamilton until the intersection with Stein Boulevard, where the route will head south to Westover Road, where the route will turn east until the intersection with State St where the route will head north, following Route 5's alignment back to the downtown transit center. This portion of the route is intended to assist Route 5 in managing the peak loads along State, particularly during the late afternoon and early evening hours. As illustrated in Figure 7-2, this route is 7.5 miles long and it is also expected to have a running time of 30 minutes.

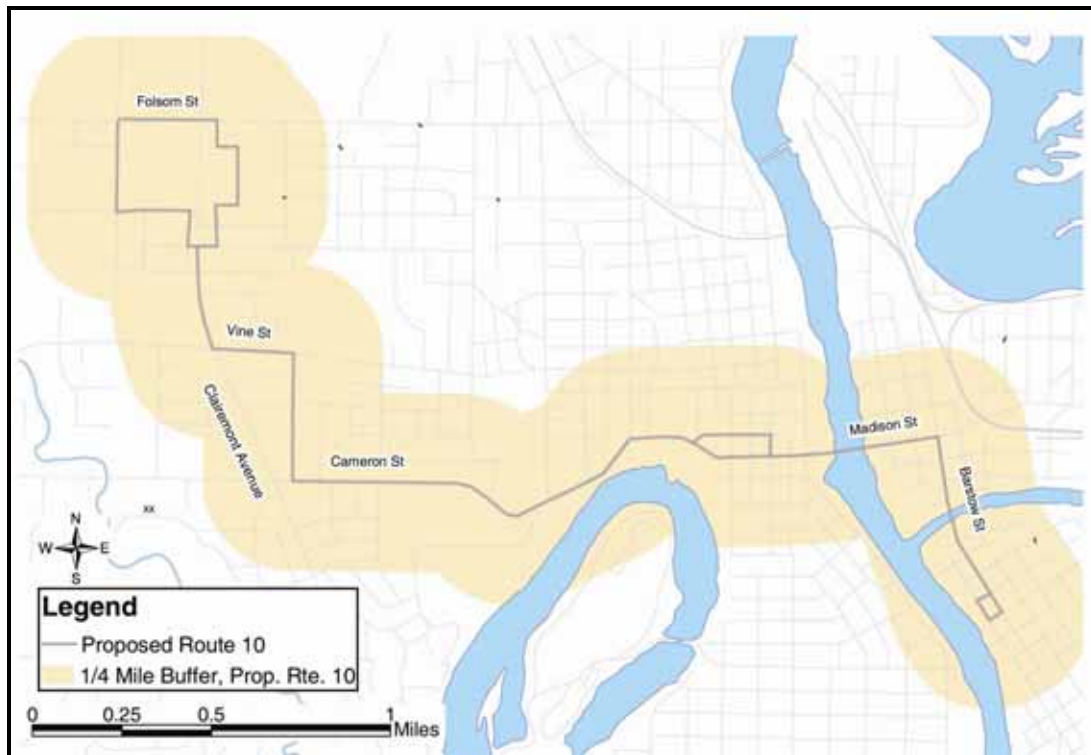
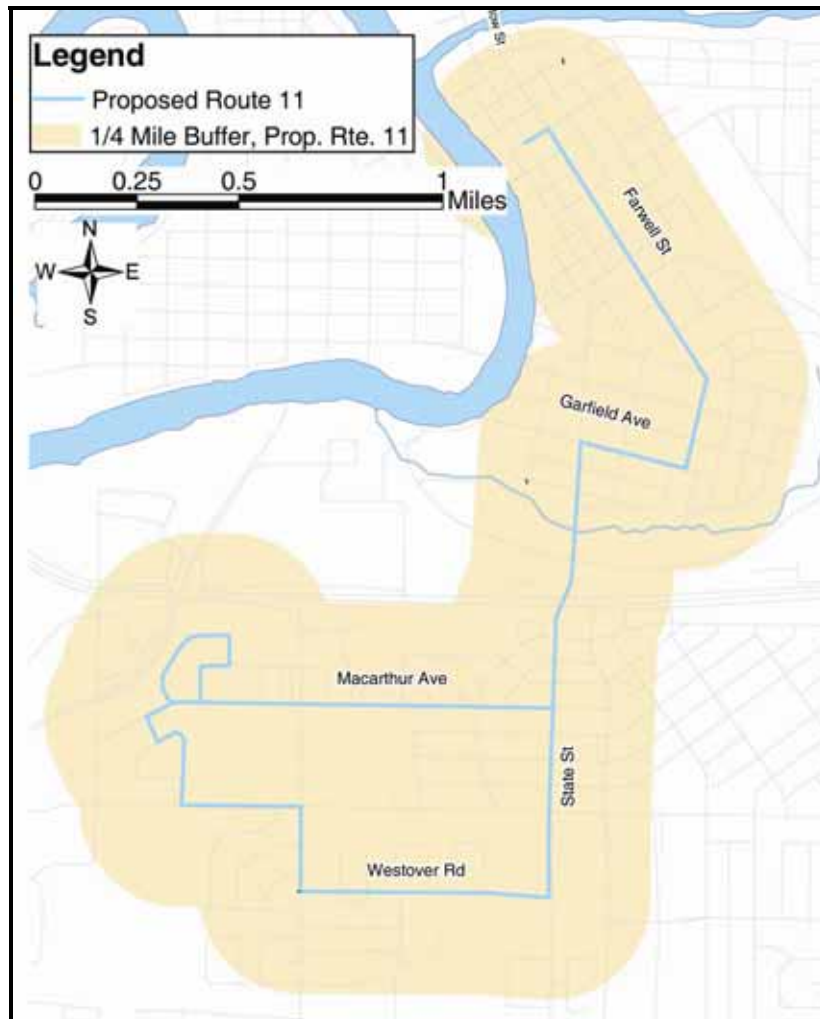
Figure 7-1 Proposed Route 10 Alignment

Figure 7-2 Proposed Route 11 Alignment

Reduce Coverage During Night Service

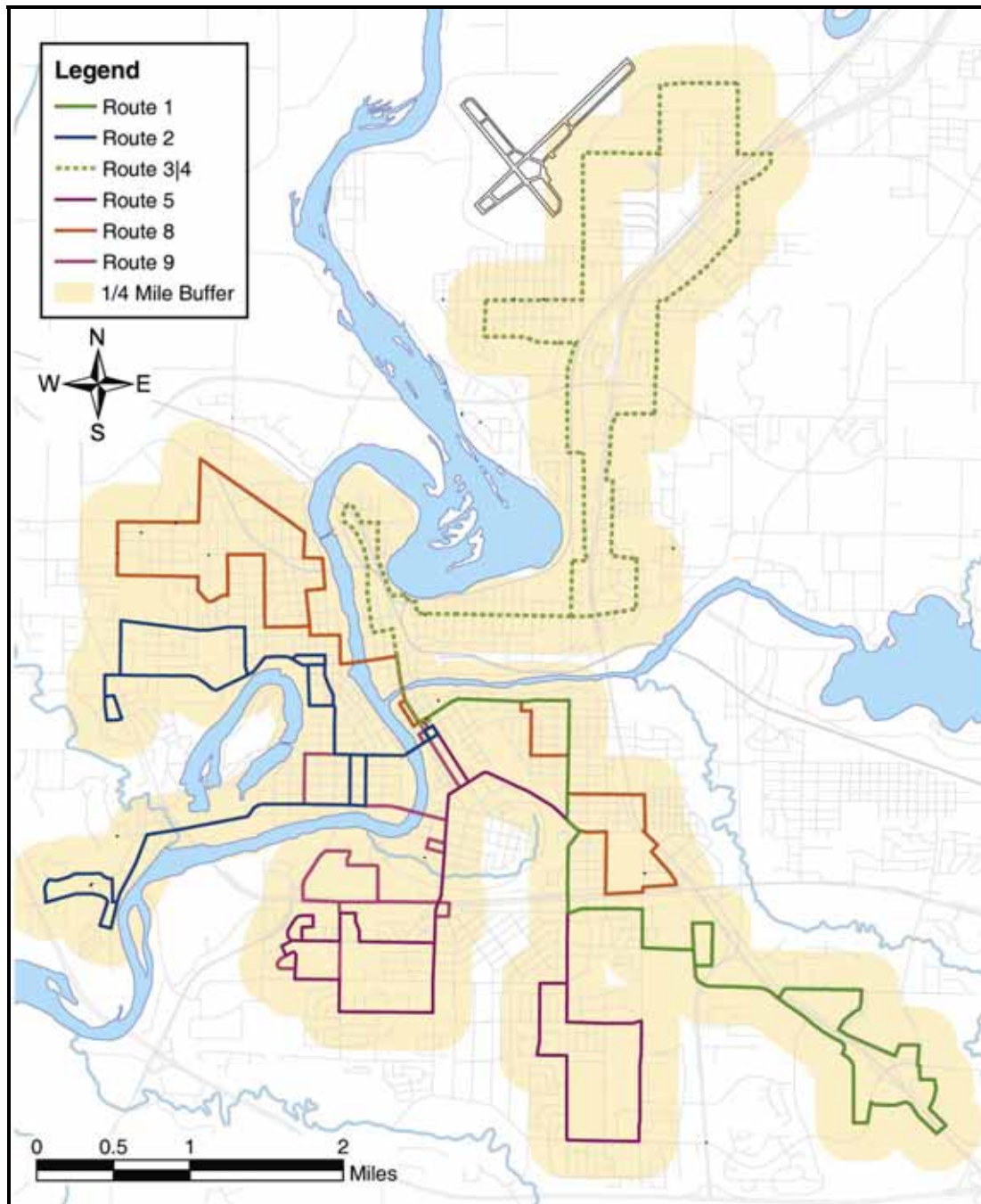
Of the three service periods offered by ECT, the fewest passengers use evening service. Approximately 8% of annual trips were made on runs after 6:00 PM. In spite of relatively poor performance, evening service is essential for the transit-dependent and is also heavily utilized by UWEC students. Therefore, it is critical to maintain service coverage to the areas with the highest transit activity during this time period.

The analysis of route level data showed that except for Route 10, Routes 6 and 11 were the poorest performing evening routes. Both routes have below average productivity (6.0 and 5.7 versus 7.1 passengers per hour) and efficiency (0.4 and 0.3 versus 0.5 passengers per mile), and above average costs (\$4.74 and \$5.04 versus \$4.02 per trip). In absolute terms, Route 6 carried 6,140 (10% of total evening ridership) passengers and Route 11 carried 5,772 passengers (9% of total evening ridership) during weeknights of fiscal year 2002. Route 9 carries fewer annual passengers than both these routes, but because it operates on fewer days (to coincide with the university's academic calendar), it performs better than Route 6 and 11.

In terms of coverage, Routes 6 and 11 duplicate coverage provided by Routes 1, 5, and 9. However, there are limited areas in southern Eau Claire that are only served by Routes 6 and 11. These areas are generally less conducive to transit service (low population densities, high average incomes, and a lack of major trip generators). The only generator of note that would lose evening service is the Marshfield Clinic-Oakwood Center, which provides primary health care, but it is only open on weekdays until 5:00 PM.

It should be noted that a new trend in evening ridership has been emerging, where more passengers are riding on Route 6 than on Route 1. However, because Route 6's alignment would need to be modified to serve Target and Wal-Mart, two important evening trip generators, Route 6 duplicates other evening service (particularly Route 5), and it provides less direct service, it is recommended that Route 1 be left in service during the late evening hours, instead of Route 6.

Therefore, it is recommended that ECT cut back evening service on Routes 6 and 11. Eliminating the last three runs on each of these routes would reduce their respective service hours to 7:45 PM and 7:15 PM. Figure 7-3 illustrates the proposed coverage area for nighttime service in Eau Claire. The proposed changes would result in an annual decrease of 1,530 revenue hours, 25,245 revenue miles, and approximately \$58,400 in variable operating costs (Note that these changes in service levels do not include the reduction in service associated with the elimination of Route 10's evening service as this was already accounted for in the service recommendation presented above).

Figure 7-3 Proposed Night Service**Minor Weekday Service Changes**

Like for most systems, ECT's weekday service is its most productive – carrying the highest absolute number of passengers and doing so efficiently and effectively. But, as will happen the success of some routes or route segments, masks deficiencies in others. Our analysis of demographic patterns, public comments, annual operating statistics, and the boarding and alighting survey illuminated instances where changes might be warranted – they are discussed below.

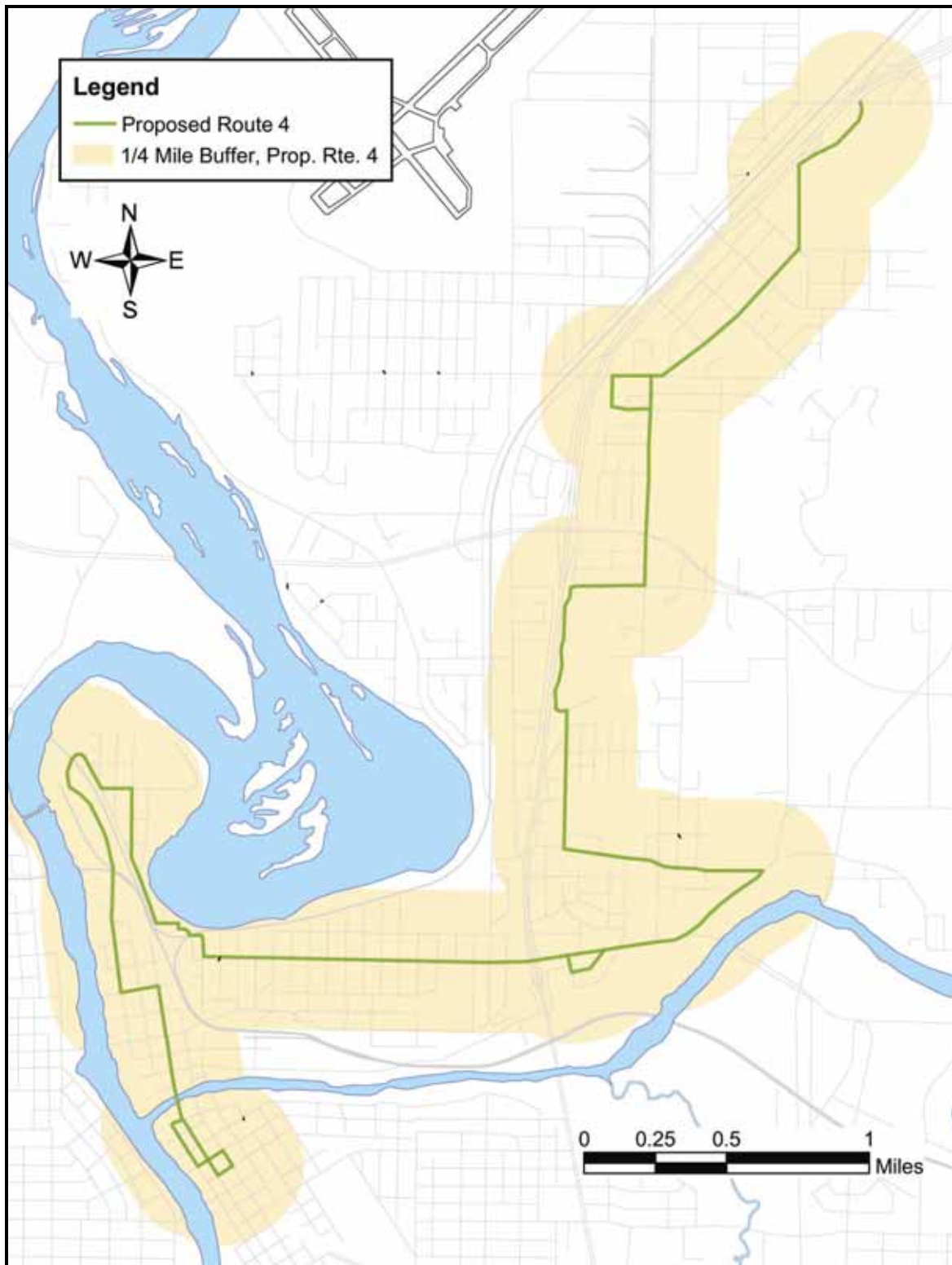
Modify Route 4's Alignment

One comment received during the public participation process was the need to serve the Presto Company, as it employs a number of entry-level workers who are likely to use transit. This route adjustment is quite minor, requiring only a few modifications to the current alignment. The proposed alignment, as illustrated in Figure 7-4, would follow the current route outbound until the intersection of Seymour Road and Brookline Avenue. At this point, the route would continue westbound on Seymour, north on Zephyr Hill Avenue, east on La Salle Street until its intersection with Abbe Hill Drive at which point the route continues on its existing alignment. This change in alignment results in bi-directional service on Zephyr Hill, which is a more productive segment of the route than the existing, discontinued outbound Route 4 segment. To serve the Presto Company, the Route 4 alignment will be extended north along Locust Lane to Melby Street, where the route will turn around and resume its existing inbound route alignment. It should also be noted that Melby is as an important arterial connecting Route 53 to the Route 53 bypass. The bypass is expected to spur additional development that will increase demand for transit service.

The proposed alignment has a roundtrip length of 18.2 miles, a minor increase from the current length of 17.9 miles.

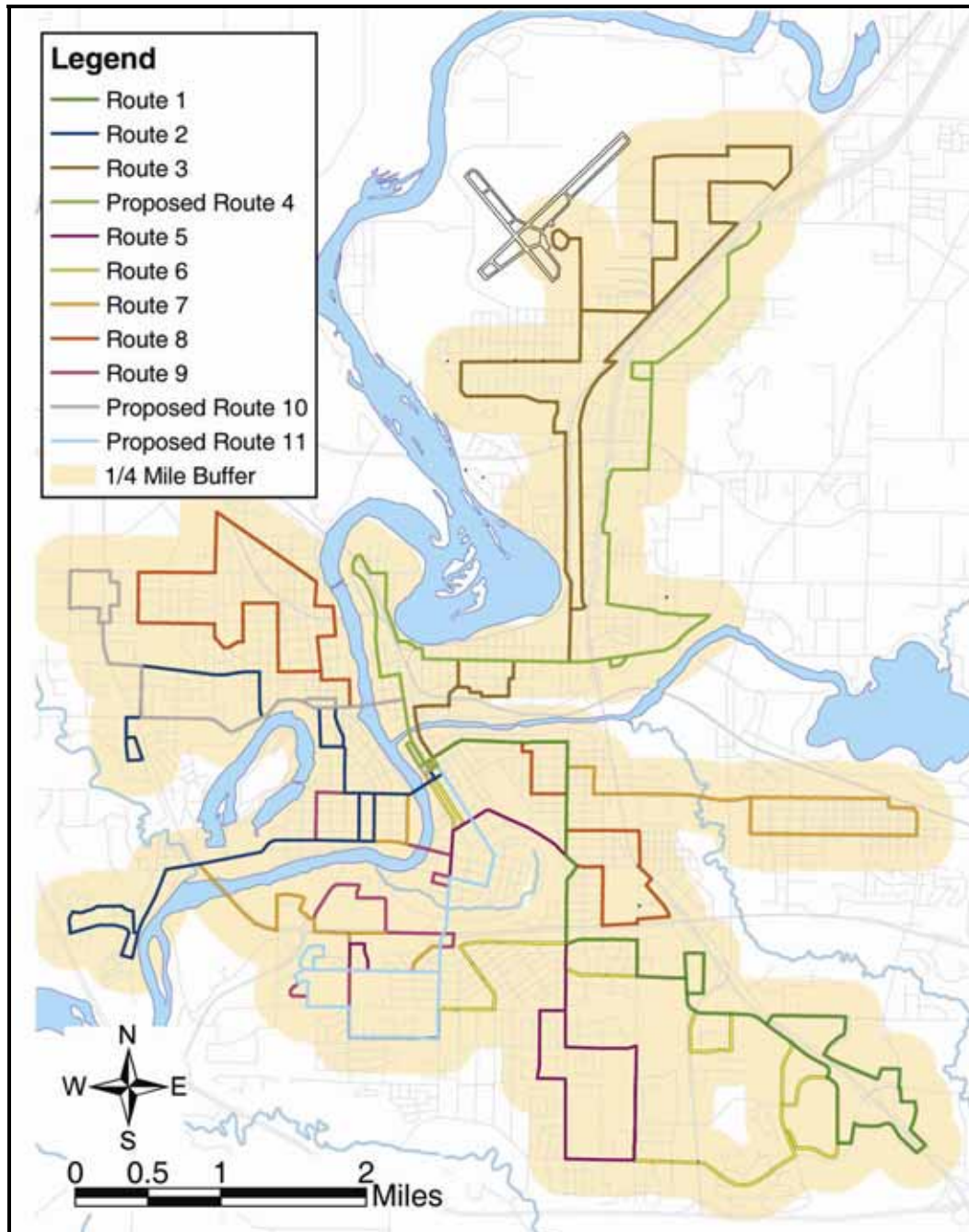
According to the boarding and alighting survey, the segment of the current Route 4 alignment that would be eliminated had a total of 2 daily boardings and alightings – which represents only 1% of the total route activity. If this modification is made as proposed, it will: serve an important generator, eliminate unproductive segments from the current alignment, and remain on roads that currently have bus service.

For these reasons, it is recommended that Route 4's alignment be modified as described above. This change will not impact the number of revenue hours that the route is operated and it will only create a minor increase in revenue miles operated.

Figure 7-4 Proposed Route 4 Alignment

If the alignments changes are implemented as proposed, Figure 7-5 illustrates the new system map for weekday service with its effective service area.

Figure 7-5 Proposed Weekday Service



Modify Provision of Saturday Service

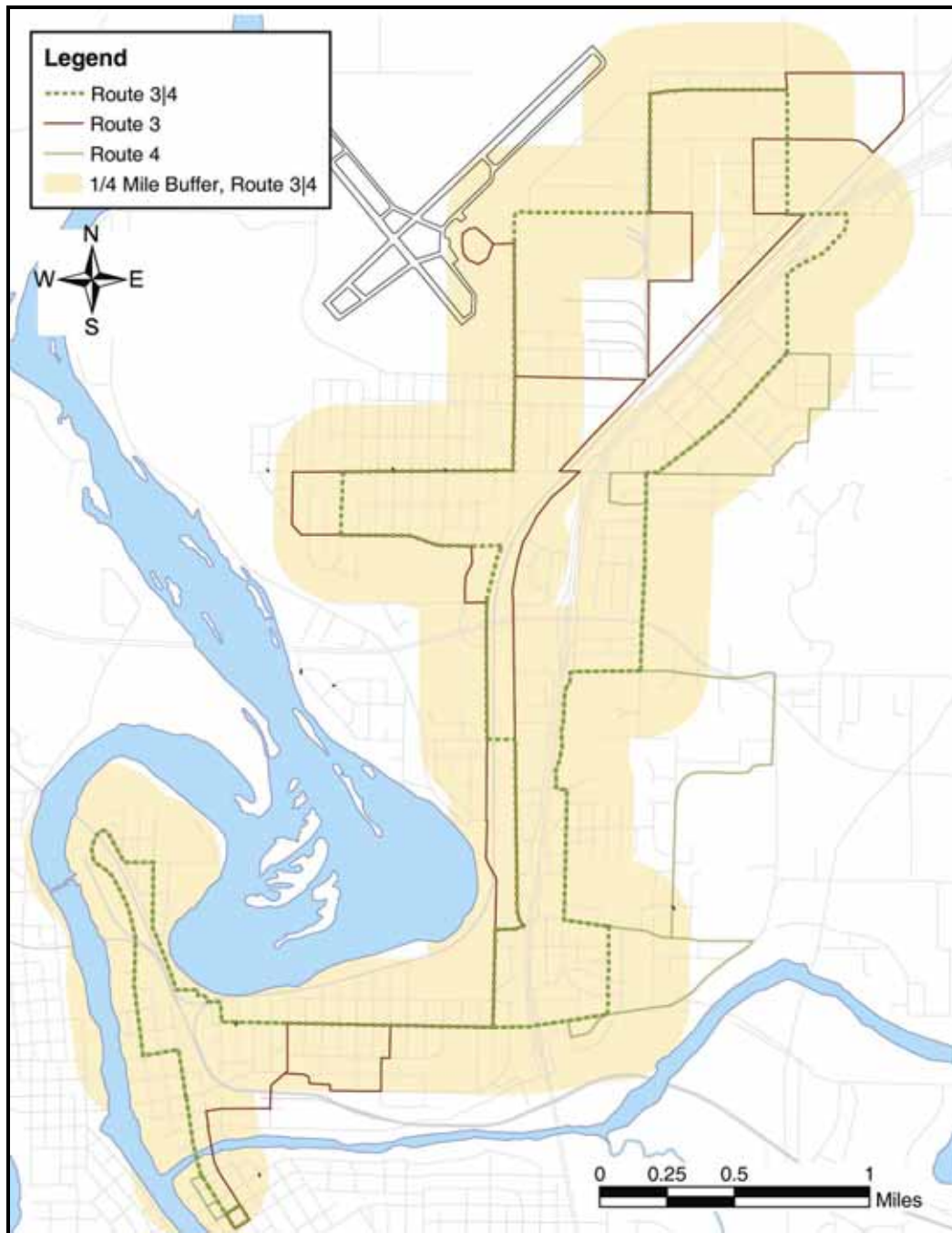
Relatively speaking, Saturday service in Eau Claire is cost effective and productive. As is expected, the service is not as successful as weekday service, but given the reduction in work-related trips the service is doing quite well. For instance, Saturday service averaged 12.5 passengers per hour, 0.7 passengers per mile, and a cost of \$2.28 per passenger. These rates are roughly 50% worse than the weekday average and between 50% and 75% better than the weeknight average. Although Saturday service is doing well as a whole, there are parts of the service that are under performing. When changed, these modifications could improve system productivity and effectiveness while reducing costs and maintaining similar levels of service.

Combine Routes 3 and 4

One change to consider is combining Routes 3 and 4 for Saturday service like they are for weeknight service. Routes 3 and 4 serve the northeast quadrant of Eau Claire. The northern portion of the service area for Routes 3 and 4 is predominantly low-density residential neighborhoods, with some industrial and commercial development east of the airport. As discussed earlier, transit ridership to industrial areas tends to be low – especially on Saturdays when shifts might be reduced or nonexistent. The southern portions of the routes are closer to downtown and have higher residential densities, lower average household incomes and more trip generators.

Route 3 was rated below average for Saturday performance while Route 4 was rated average. Although Route 4 may not warrant any changes, Route 3 certainly does. Each trip on Route 3 costs \$3.62, over 50% more than the system average for Saturday trips. In addition, the route carries over 50% fewer passengers per mile and passengers per hour than the Saturday system averages. The boarding and alighting survey, although completed on a weekday, shows that most activity on these routes takes place on the southern portion of the routes – generally between the Transfer Center and Birch Street/Starr Avenue. If this trend is consistent with Saturday activity, the current level of service may well exceed the level of demand. One advantage of this solution over eliminating Route 3 is that the combination route maintains similar coverage to the two routes and current users are used to the route, albeit in the evenings. Another more obvious advantage is that it is more cost effective to run the combined route instead of two separate routes.

For these reasons it is recommended that the Route 3/4 combination replace the current Saturday service on Route 3 and Route 4. This change will result in an annual decrease of 515 revenue hours and approximately \$19,600 in variable operating costs. Figure 7-6 illustrates the coverage area of the new route.

Figure 7-6 Proposed Route 3|4 for Saturday Service**Shift Resources from Route 11 to Route 1**

Both Routes 1 and 11 serve southern Eau Claire, although Route 11 does not serve the Oakwood Mall or other shopping areas in the southeast corner of the city like Route 1 does. Route 11 primarily serves residential neighborhoods, including those south of UWEC and around the Lowes Creek Golf Course. Its Saturday service overlaps with Routes 5, 6, and 9, all of which also serve

southern Eau Claire. While Route 11 provides one-way service along a large loop, Route 1 is a fairly direct out-and-back route with a smaller loop around the shopping areas. Because service on Route 1 is two-way and fairly direct, it is a logical choice of routes for passengers wanting to go shopping. The benefit of these route characteristics is reflected in high ridership numbers, as seen both in the boarding and alighting survey results and in annual ECT ridership statistics. High ridership, although beneficial for productivity and cost efficiency, has also caused on-time performance issues, which can diminish service quality.

Route 11's Saturday service performs below the system average in passengers per hour (10.2), passengers per mile (0.64), and cost per passenger (\$2.81). In contrast, Route 1 is the best performing route with excellent performance according to the same three indicators (24.3 passengers/hour, 1.64 passengers/mile, \$1.18/passenger). Route 1's Saturday performance actually exceeds its weekday performance, most likely because it serves major shopping areas that are more likely to be frequented on the weekend than the weekday. In addition to these operational data, ECT drivers also commented that Route 1 often has an overcrowding problem on Saturdays.

These two routes represent cases of mismatched transit supply and demand. Demand for Route 11 does not match the supply that is provided, while demand for Route 1 exceeds its supply. Therefore, it is recommended that the one bus that currently runs on Route 11 on Saturday be reallocated to Route 1. This change will increase the capacity of Route 1 and shorten headways to 30 minutes, making the service even more attractive to current and new passengers. This change would have negligible effects on revenue hours and operating costs because it is only a redistribution of resources.

Modify Route 9's Saturday Alignment

Route 9 follows a somewhat different alignment on Saturday than it does during the week. The Saturday alignment starts at the Kjer Theatre, serves the UWEC campus, and then heads east, turning south on South Hastings Way to serve shopping areas in the southeast. This alignment provides fairly direct service to the malls for people traveling from the university. Although the percentage of annual Saturday ridership carried by Route 9 is relatively small (5%), the route only runs during the school year, giving it an above average performance ranking.

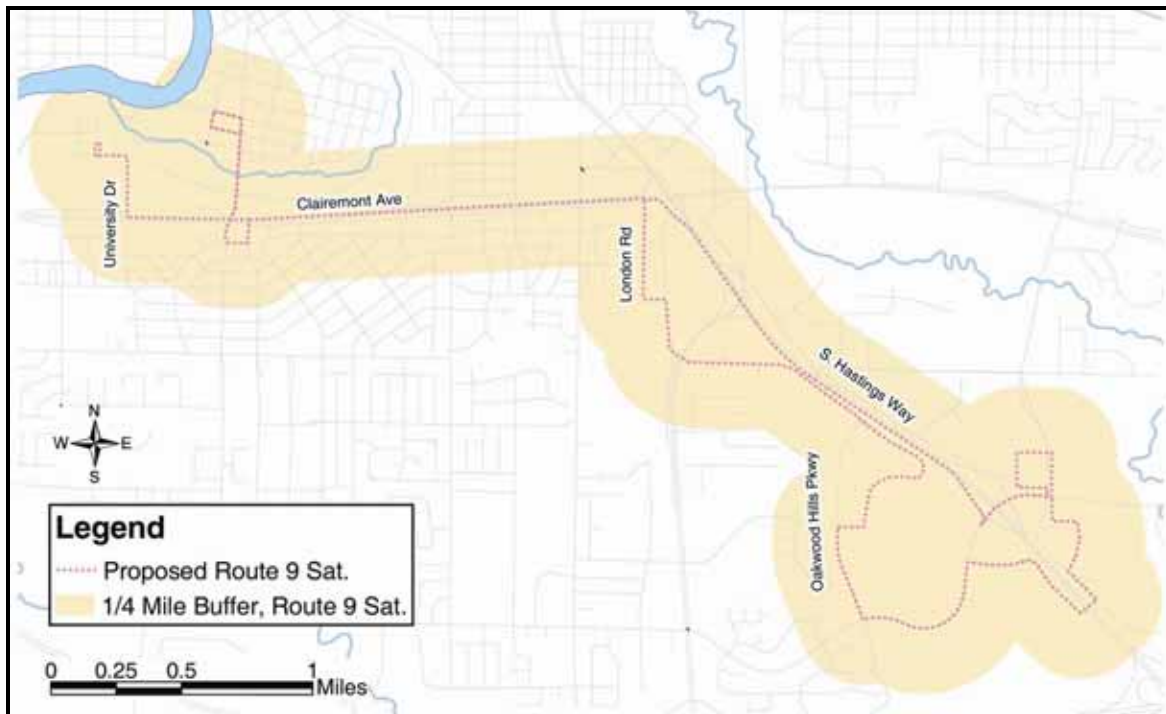
In spite of good performance, during the public participation stage of this project ECT drivers commented that there is very little activity west of Towers Hall on Saturdays. Given the development pattern and lack of weekend generators served by the western loop of Route 9, the additional coverage provided by the loop probably does not offset the added trip time experienced by passengers coming from the upper campus.

Consequently, it is recommended that the Route 9 Saturday alignment be modified to eliminate most of the route's western loop. The proposed alignment, as illustrated in Figure 7-7, starts along the current alignment, but turns around in the parking lot west of Towers Hall, travels back (east and south) on University Drive, turns east onto W. Clairemont Avenue and then continues along the current alignment until serving the Target shopping center, at which point the route follows the Route 1 alignment to serve Wal-Mart off of Gateway Dr. The route then crosses under Highway 53 and heads northwest on Commonwealth Ave to rejoin the existing Route 9 Saturday alignment at Golf Rd. This modified alignment is roughly 15 miles long.

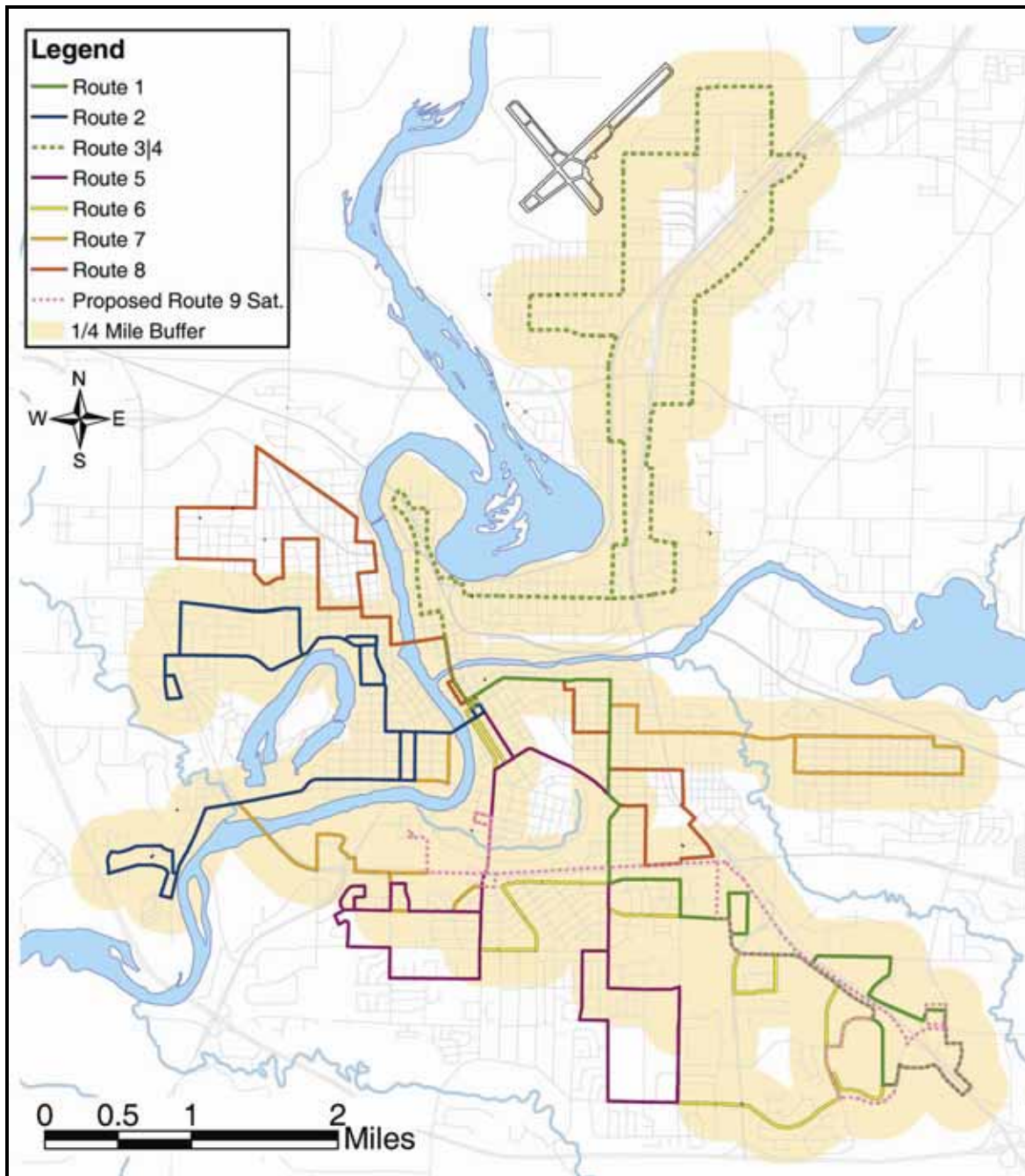
Since Route 9 is paid for through a contract with UWEC, any proposed changes in service must receive approval from the University. Furthermore, ECT is planning to operate late night bus

service on Route 9 on Fridays and Saturdays as a pilot project for 8 weeks beginning at the end of January 2004. UWEC students will vote on a referendum in April 2004 whether to permanently finance late night bus service, which is projected to cost \$101,500 for the 2004 fall semester.

Figure 7-7 Proposed Route 9 Saturday Alignment



If all three of these proposed changes to Saturday service are enacted, Figure 7-8 illustrates the corresponding service coverage. Although the proposed service plan reduces the overall breadth of transit service coverage, it maintains ECT's core Saturday coverage and shifts resources to better match passenger demand with transit service. These changes will reduce operating costs for ECT and should increase productivity and effectiveness.

Figure 7-8 Proposed Saturday Service**Participate in Development Activity**

Consistent with ECT's goal to increase participation and influence regarding planning decisions in Eau Claire, it is recommended that ECT monitor all development projects that may impact the transit system. Whenever possible, transit system staff or board members should get involved in the planning process such that development projects (e.g. senior housing) are located within the existing network of transit services. Development projects with high percentages of transit

dependent populations can significantly impact a transit system and may require service changes, such as more frequent service and/or service at different times of the day. It is considerably easier to influence the form and function of a development project in the planning stages than during construction or after it has already been built. It is strongly recommended that ECT be involved in the site development review process so that any issues related to transit accessibility can be identified as early as possible.

Increase Marketing Efforts

There are potential riders throughout the Eau Claire area that do not use transit simply because they do not know enough about the system. In order to attract more riders, ECT needs to become more proactive in marketing its services. As a first step in improving its marketing capabilities, ECT should work on developing a plan or strategy for marketing its services to the community. This plan should establish the priorities for developing new markets for transit service. Additionally, the plan should identify action items, such as conducting onboard passenger surveys or attending a community event, to ensure that the marketing plan is actually implemented. Marketing programs are important in several specific areas, including providing information about services, identifying ways to retain current ridership and also to attract new customers. Marketing programs should focus on activities related to each of these areas.

Improving customer service should also be a marketing priority for ECT as several passengers complained about this issue, particularly in regards to the transit operators. This can be a challenging issue to improve in the near term, but by prioritizing personality and “people skills”, rather than technical driving ability, ECT should be able to hire transit operators that prioritize strong customer service. Many transit systems have taken this approach to improving their customer service and have found that it is generally easier to teach driving skills to an outgoing, friendly employee with good people skills than teaching people skills to a technically capable operator who is not particularly friendly and provides poor customer service. Transit operators are the individuals with which the general public has the most contact at transit agencies, so improving operator’s customer service capabilities goes a long way towards improving overall public perception of the transit system.

Media coverage, if positive, is often the best form of promotion for a transit system because it generally reaches a larger audience than spot advertising and does not cost anything. It is recommended that ECT work with the local newspapers, such as the Eau Claire Leader-Telegram, and local television and radio stations to ensure that the community becomes more familiar with existing ECT transit service. ECT should make sure that a point of contact or website is provided to the media contact so that people interested in finding out additional information can do so. Lastly, it is important that ECT maintain strong contact with local media sources so that as other newsworthy events arise (e.g., route or fare changes), it should be easier to get media coverage of these events.

The items discussed thus far can be classified primarily as indirect marketing initiatives. In addition to these initiatives, ECT should also conduct more direct marketing initiatives to generate interest and increase ridership. Following are some examples of such direct marketing initiatives.

Fare free days represent an effective marketing initiative to both introduce new customers to the transit system as well as rewarding existing riders with free transit service. It is recommended that ECT experiment with fare free days to attract new passengers to the system. The fare free days should be distributed throughout the week, perhaps once on a Wednesday and again on a Saturday,

to maximize the potential ridership from within the City of Eau Claire. As alluded to above, ECT should take advantage of its media contacts to promote the fare free days to the community.

Organizing, sponsoring and/or participating in special events can be an effective means of promoting transit services to the community. ECT should attend regularly scheduled special events throughout the Eau Claire community to promote their transit service. ECT should also promote the transit service through a more traditional advertising campaign. This should include print ads and radio and television spots. ECT should also work with the community to ensure wide distribution and access to the transit system's route and schedule information.

Just as service provision is regularly analyzed and changed, it is equally important to evaluate a transit system's marketing plan. As part of this evaluation, ECT should assess its goals, objectives, course of action, and performance measures for its marketing activities. To collect information on the effectiveness of various marketing initiatives and to better understand the needs of its customers, ECT should periodically survey its passengers through a written onboard survey. Additionally, ECT should consider conducting a broader community survey, most likely via telephone, to better understand the attitudes, perceptions, and knowledge of non-users regarding its transit service. ECT's ridership trends are also a valuable indicator for evaluating the effectiveness of the transit system's marketing efforts. Other survey approaches, such as intercept surveys, mail-back surveys and internet surveys, can also be utilized by ECT to collect information pertaining to the effectiveness of its marketing efforts.

In order to prioritize the marketing activities discussed in this section, ECT will need to increase its marketing budget from \$10,000 to approximately \$25,000. It is recommended that the increased budget should go towards paying for a percentage of ECT staff salary such that that percentage of the individual's time is dedicated towards marketing activities. ECT should also take advantage of community resources, such as UWEC and CVTC, which both have marketing programs which may be able to assist ECT in marketing the transit system to the community.

Split & Renumber Figure-8 Routes

Various comments and discussions during the early phase of this project revolved around the structure of Routes 2, 5, 7, and 8. These routes follow a loose figure-8 pattern, where the route is comprised of two loops that begin and end at the transit center.

The advantage of this route design is that it allows passengers who are traveling from one part of the route to the other to avoid a transfer. Generally, passengers view transfers negatively and streamlining route segments that passengers frequently use in succession can be a big benefit to the system. However, if passengers are not traveling from one loop of the route to the other, there is essentially no benefit to passengers by having the segments combined because they still need to transfer. The primary disadvantage of this design is that new passengers who are unfamiliar with the bus system and/or geography of Eau Claire can be easily confused which may lead to them boarding a bus going in the wrong direction. If this occurs regularly for new passengers, it can be a major deterrent and limit ECT's ability to attract new riders.

Splitting the figure-8 routes at the transit center has its own set of issues. One advantage of having different names for each loop is that it will be easier for passengers to decide which bus they need to board. This arrangement will have little effect on how the buses actually operate, as the split segments may remain interlined as they are now. Of ECT's four figure 8 routes, Route 8 is the

only route with more than one vehicle operating on it at any given point in time. In fact, Route 8 utilized two vehicles throughout most of the day (until 7:15 PM) and the other three figure-8 routes utilize one vehicle to provide service throughout the day. While Route 8 could be split into two separate loops with one vehicle providing that service every 30 minutes, it is recommended that Route 8 continue to operate its existing figure-8 alignment to minimize transfers and also to provide recovery time in case one half of the figure-8 loop is running late.

ECT may choose to modify which routes are interlined to minimize transfers. With separate routes, changing which routes are interlined would be effectively invisible to most passengers. The primary disadvantage to changing the system is that it would require current passengers to learn new route numbers and/or names. However, this could be mitigated by keeping the names that are currently in use, e.g. keep Route 8 as “Folsom & Vine” and introduce a new Route 12 named “Memorial.” There will also be additional work associated with developing new schedules for the system, but this would be more of a cosmetic change than a structural one. Finally, drivers will need to switch their bus’s route signs to reflect the change in routes when they leave the transit center.

Therefore, it is recommended that ECT split each of Routes 2, 5, 7, and 8 into two separate routes and renumber them.

Establish Bus Shelter Standards

Given the severity of Eau Claire’s weather, amenities such as bus shelters can have a major influence on whether passengers decide to wait for a bus or not. Currently, ECT relies on bus driver input and shelter requests to determine where shelters should be installed. A strategic policy for installing standardized bus shelters will establish a more coherent image for the system, helping to attract new riders and maintain existing ones.

In addition to the fourteen shelters that are already in place, it is recommended that ECT make a policy of installing a shelter at all stops that have daily boardings of 30 or more. If this policy were in place during the boarding and alighting survey, current activity levels would warrant a total of 9 shelters (not including the Transfer Center). Table 7-1 lists the bus stops that warrant shelters based on this standard. It is interesting to note that only one of the most active stops (MacArthur & Stein) has a bus shelter already. As would be expected, most of the stops in Table 7-1 are on Route 9, which carries heavy loads of students. In these cases, ECT should work with UWEC to establish standards that meet the needs of students without placing a disproportionate burden on ECT or the university.

Table 7-1 Additional Shelter Locations

Location	Daily Boardings	Currently has shelter?
Kjer Theatre	525	No
McPhee Center	83	No
7th & Water	55	No
Shopko Plaza, 1st Stop	45	No
Lake & 4 th	43	No
Oakwood Mall Theaters	41	No
MacArthur & Stein (Bollinger Lot)	36	Yes
7th & Niagara	34	No
Imperial Circle 1st Stop	30	No

Given the situation where ECT has limited funding available for the purchase of bus shelters, it might consider relocating shelters from existing locations that have limited passenger activity. Of course this should only be done with shelters that are in good condition. ECT should consider maintenance and repair costs in its annual budget, as these costs are not always anticipated by transit systems when bus shelters are installed. Whenever possible, ECT should partner with local property owners, such as UWEC or the Oakwood Mall, to complete shelter installation, repair and maintenance.

Transition from Flag Stop System to Designated Bus Stops

Another comment that came up during the public participation process was that some Eau Claire residents are unhappy with the flag stop system currently used by ECT. Except along Route 9, ECT allows passengers to board buses at any street corner along an existing bus route. Allowing passengers to board at any street corner shortens walking distances and provides more comprehensive coverage to neighborhoods along the routes. This policy works well for passengers who are familiar with the ECT route network and Eau Claire in general. Another advantage of flag stops is that it reduces the capital and maintenance costs associated with installing and maintaining bus stop signs. There also might be residents living on streets served by ECT, who prefer the flag stop system because they feel that bus signs are unattractive and detract from the neighborhood's visual aesthetic.

However, there are also a number of reasons for transitioning from a flag stop policy to having actual bus stop signs. The visual cue given by an actual sign tells passengers that the street they are on has transit service. For people new to the area or not used to the ECT system, having a specific location where they know the bus stops, can be very reassuring. Bus stops can also provide a variety of information for passengers, such as which routes serve the stop, bus arrival times, and route maps. Therefore, bus stops can serve as a marketing tool for the system and increase its usability for passengers. From an accessibility standpoint, having designated bus stop locations will likely increase walking distances since the stop spacing will be greater than the length of each block. From an operational standpoint, however, operating speeds should increase since less time will be dedicated to boarding and alighting activity on any given bus run. This should improve systemwide on-time performance. The risk of passing a passenger without picking them up is also significantly reduced with bus stop signs as drivers are able to anticipate where passengers will be waiting for the bus. Having designated bus stop locations also tends to improve a transit system's safety record since there's a greater degree of predictability regarding where the bus will stop.

For the reasons listed directly above, it is recommended that ECT transition from a flag stop policy to having designated bus stops with bus stop signs and other system information. Due to the requisite planning and capital costs associated with this recommendation, the transition will likely require several years to fully implement. However, ECT should prioritize this recommendation in the short term to ensure that the system has designated bus stops as quickly as possible.

Prior to installing bus stop signs, ECT must develop a bus stop service plan to determine where bus stops should be located. The following bus stop placement standards are provided as guidance to ECT when allocating its resources to where bus stops are needed the most. These standards achieve an appropriate balance between convenience and service efficiency by considering the density of the service area and the characteristics of surrounding land uses. Table 7-2 presents these standards. The core area referred to in the table includes those areas roughly bounded by Cameron in the northwest, Birch in the northeast, Deyo and Chauncey to the east, 10th to the west, and Macarthur to the south.

Table 7-2 Bus Stop Placement Standards

Area/Type	Stop Spacing
Core	Every other block ($\frac{1}{8}$ mile)
Periphery	Every $\frac{1}{4}$ mile

While bus stop placement standards provide system-wide guidelines, stop placement should be considered on a site-specific basis. Where special circumstances warrant additional stops, such as at a major trip generators, additional stops should be installed, as per customer requests. Conversely, ECT may choose not to place stops in areas of extremely low density and maintain the existing flag stop policy, such as the northwest and southern parts of Eau Claire.

Once the general location of a service stop has been determined, the exact placement of the stop relative to the nearest intersection needs to be addressed. There are a number of factors which influence the exact location of a bus stop, including: adjacent land use, pedestrian access, intersection geometry, turning movement volumes, whether the bus will be turning at the intersection, and physical constraints. “Near-side” placement is where a bus stop is located just before an intersection. This type of stop placement allows passengers to board and alight while the bus is stopped at a traffic light, thus minimizing delays associated with this activity. “Far-side” stop placement is where a bus stop is located just after the intersection. This type of stop placement encourages a smoother flow of automobile traffic by not blocking right-turning vehicles. A third alternative, “mid-block” stop placement, is occasionally utilized when stops are located near major trip generators. A summary of the major advantages and disadvantages of these bus stop locations is provided in Table 7-3.

Table 7-3 Comparative Analysis of Bus Stop Locations

	Advantages	Disadvantages
Near-side Stop	<ul style="list-style-type: none"> Minimizes interference when traffic is heavy on the far side of the intersection Allows passengers to access buses closest to crosswalk Results in the width of the intersection being available for the driver to pull away from curb Eliminates the potential for double parking Allows passengers to board and alight while the bus is stopped at a red light Provides driver with the opportunity to look for oncoming traffic, including other buses with potential passengers 	<ul style="list-style-type: none"> Increases conflicts with right-turning vehicles May result in stopped buses obscuring curbside traffic control devices and crossing pedestrians May cause sight distance to be obscured for vehicles stopped to the right of the bus May block the through lane during peak period with queuing buses Increases sight distance problems for crossing pedestrians

	Advantages	Disadvantages
Far-side Stop	<ul style="list-style-type: none"> Minimizes conflicts between right turning vehicles and buses Provides additional right turn capacity by making curb lane available for traffic Minimizes sight distance problems on approaches to intersection Encourages pedestrians to cross behind the bus Creates shorter deceleration distances for buses since the bus can use the intersection to decelerate Results in bus drivers being able to take advantage of the gaps in traffic flow that are created at signalized intersections 	<ul style="list-style-type: none"> May result in the intersections being blocked during peak periods by stopping buses May obscure sight distance for crossing vehicles May increase sight distance problems for crossing pedestrians Can cause a bus to stop far side after stopping for a red light, which interferes with both bus operations and all other traffic May increase number of rear-end accidents since drivers do not expect buses to stop again after stopping at a red light Could result in traffic queued into intersection when a bus is stopped in travel lane
Mid-block Stop	<ul style="list-style-type: none"> Minimizes sight distance problems for vehicles and pedestrians May result in passenger waiting areas experiencing less pedestrian congestion 	<ul style="list-style-type: none"> Requires additional distance for no-parking restrictions Encourages patrons to cross street at mid-block (jaywalking) Increases walking distance for patrons crossing at intersections

Source: Texas Transportation Institute, *TCRP Report 14: Guidelines for the Location and Design of Bus Stops*. Transportation Research Board, National Academy Press: Washington D.C., 1996, p. 21.

In order to simplify the boarding and alighting process and to standardize stop location as much as possible, ECT should try to install near-side bus stops. However, site-specific street and traffic conditions must be considered when deciding on the exact placement of individual bus stops.

Where sidewalks exist, all ECT bus stops should connect to them for maximum bike and pedestrian accessibility. Similarly, if sidewalks are present, curb cuts should be installed per the City's ADA accessibility standards to allow easy access to bus stops by wheelchair passengers. With regards to the actual bus stop signs, it is recommended that the signs be fairly simple, displaying the ECT logo and phone number, and perhaps the Routes that serve the particular stop.

It is expected that ECT will not have the fiscal capacity to install bus stops along all routes at once. Therefore, it is recommended that ECT follow a phased approach in installing bus stops, prioritizing those routes that are used the most frequently. Table 7-4 suggests a phasing plan and provides cost estimates for installing bus stop signs. Note that these estimates only include the cost of the bus stop sign itself, not additional stop amenities nor any necessary sidewalk or infrastructure improvements needed to make the stop accessible to all passengers. The table also assumes that Route 9 already has bus stops along its length.

Table 7-4 Bus Stop Phasing Plan

	Routes included	Cost Estimate
Phase 1	Route 5 Route 7 Route 8	\$ 5,226
Phase 2	Route 9 Saturday Route 1 Route 2 Route 3 Route 4 Route 3 4	\$ 7,124
Phase 3	Route 6 Route 11	\$ 1,638

Study Drop-off at 1st & Lake

Drivers brought up safety concerns with dropping passengers at the intersection of 1st Avenue and Lake Street. ECT should evaluate their safety record and experience with regards to that intersection. If warranted, ECT should consult with the city's traffic engineer to evaluate possible physical improvements or instruct drivers to discontinue using this stop in favor of a safer location.

Summary

The short-term recommendations presented above intend to reduce service to unproductive route segments and at unproductive times of day, while bolstering service to overburdened routes and to passengers in general by reducing travel times. Table 7-5 below, summarizes the proposed changes and estimates their fiscal impact. The fiscal impact is estimated from the change in revenue hours and a variable operating cost of \$38.19 (from ECT's 2003 adopted budget). It is expected that these changes will have a negligible impact on fixed operating costs, at least in the short term.

Table 7-5 Summary of Short-term Recommendations

Service Modification	Change in Revenue Hours	Fiscal Impact
Modify Route 10's alignment and service levels	-2,943	-\$112,370
Modify Route 11's alignment and service levels	-1,657.5	-\$63,298
Reduce night service	-1,530	-\$58,429
Run Route 3 4 on Saturdays	-514.8	-\$19,660
Redirect Saturday service from Route 11 to Route 1	0	\$0
Modify Route 9 Saturday alignment	0	\$0
Modify Route 4 weekday alignment	0	\$0
Increase Marketing Efforts	None	\$25,000
Split and renumber Routes 2, 5, 7, and 8	None	Minor
Establish bus shelter standards	None	Minor
Switch from flag stops to bus stops Phase 1 (Routes 5, 7 and 8)	None	\$5,230

Service Modification	Change in Revenue Hours	Fiscal Impact
Phase 2 (Routes 1, 2, 3, 4, 3 4, 9 Sat.)		\$7,120
Phase 3 (Routes 6 and 11)		\$1,640
Study drop-off at 1st and Lake	None	Minor
Contain Paratransit Costs - in person ADA certification, curb-to-curb service	None	Slows cost escalation
Total	-6,645	-\$214,766

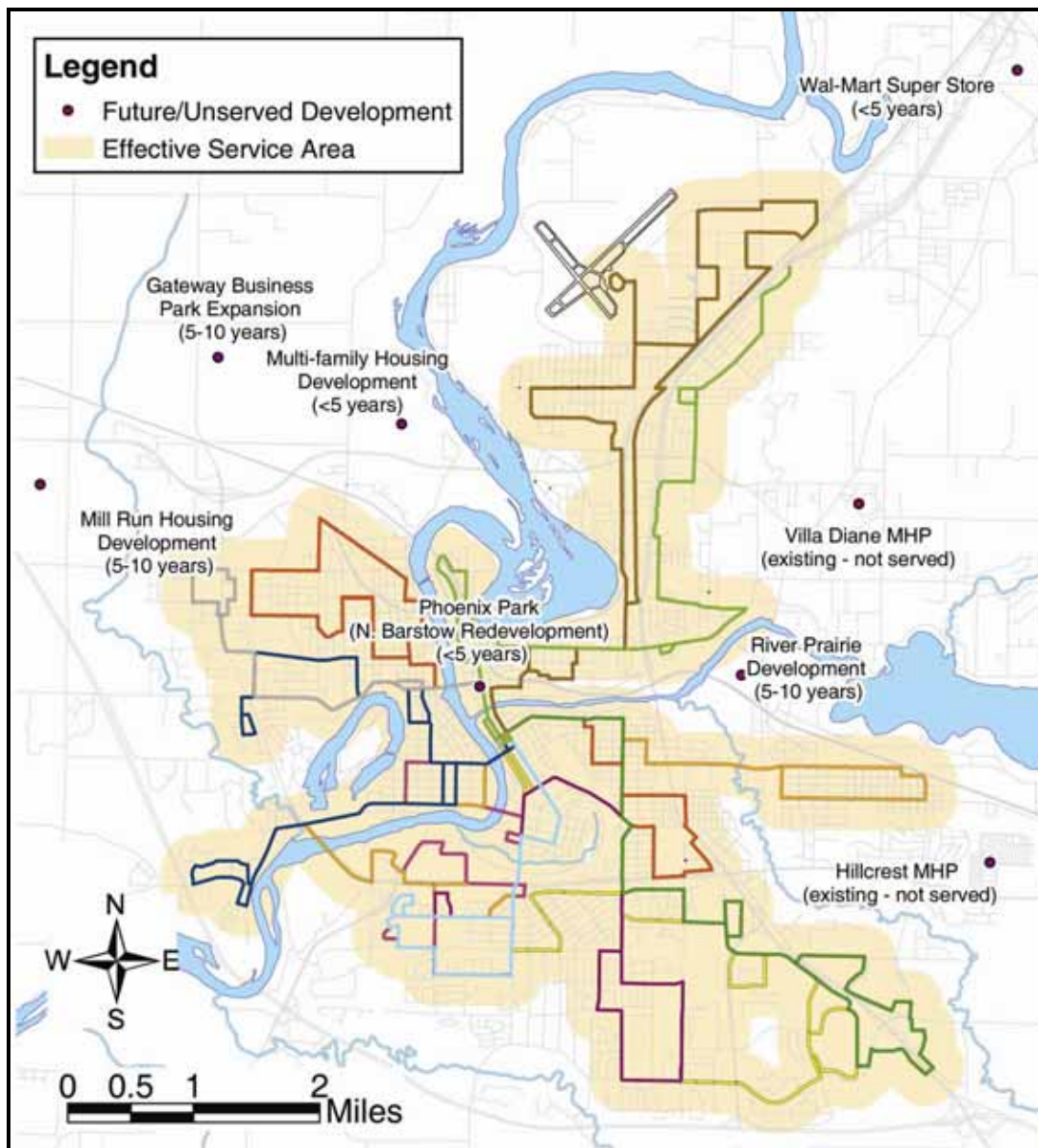
7.2.2 Mid-term Service Plan

The following recommendations are considered medium-term recommendations because they may be more difficult or time consuming to implement, may require further analysis, and may not be in as great demand as the short-term recommendations presented above. It is expected that these recommendations can be implemented in the three to five-year timeframe (2006 to 2008).

Participate in Development Activity

Similar to the short-term recommendation, it is equally important that ECT continue to monitor the planning process in the mid-term as urban development is an ongoing activity that can significantly impact the transit system. There are a couple development projects that ECT should monitor to ensure that transit service is considered as the projects move forward. One of these projects is the North Barstow Redevelopment Plan in downtown Eau Claire. Phase 1 of this mixed-use project at the confluence of the Eau Claire and Chippewa Rivers is currently scheduled for completion at the end of 2004. In addition to new greenspace along the riverfront, plans call for new housing, office space, a farmers market, and a parking ramp. Additionally, a through street will be built that is an excellent opportunity for ECT to reroute an existing bus line, such as Route 8 Folsom and Vine, to serve this new development project. Another project on the horizon is the Route 53 bypass which will likely spur development adjacent to its interchanges. While this project is on the periphery of ECT's service area, its progress should be tracked to evaluate whether transit service should be extended to future development along the bypass.

Figure 7-9 locates these projects, and others, in relation to the route network proposed in this plan. As seen on the map, there are a number of planned and existing developments outside the effective reach of the transit system. Of particular concern are the isolated locations of a multi-family residential development and the Wal-Mart Super Store. Should these projects be built, ECT will need to seriously consider service to them. If/when service is extended to Chippewa Falls (see long-term recommendations) it would be logical to serve Wal-Mart along the way. Until then it would be very burdensome to provide service, especially when another Wal-Mart is currently served.

Figure 7-9 ECT Route Network and Future Trip Generators

Contain Paratransit Costs

ECT has been grappling with increasing paratransit costs in recent years and it is recommended that the transit system take measures to contain these increasing costs as soon as possible. In 2002, ECT changed paratransit operators as a means of cutting operating costs, which has been quite successful in reducing the annual costs and the cost per passenger trip. Nonetheless, ECT must continue to monitor these paratransit costs and seek opportunities for further reducing costs associated with this operation. ECT's contract with its paratransit operator, Abby Vans, Inc., expires at the end of 2003, but ECT has the option of extending the contract for another 3 years. Assuming ECT does renew the contract with Abby Vans, Inc., the contract will expire at the end of 2006. This represents an excellent opportunity for ECT to competitively bid the next contract

for a paratransit operator. Of course, ECT should not just select the lowest bidder but also needs to consider factors such as service quality, safety and customer service.

It should be noted that ECT is also taking other measures to reduce their paratransit costs. For instance, ECT will begin to contract with a private occupational therapy firm to do in-person certifications for ADA paratransit eligibility, which should begin in January 2004. This is expected to reduce the number of individuals certified for ADA paratransit service, which should in turn reduce ECT's paratransit costs. While ECT should be commended for taking measures to reduce the cost of its paratransit service, ECT needs to ensure that ADA paratransit service continues to be available for individuals who are eligible and in need of this service.

Implement Fare Increase

ECT should continue to maintain a policy of increasing fares regularly and gradually to keep pace with inflation and escalating operating costs. This policy will support the financial health of the system while insulating passengers from irregular and drastic fare changes. It is recommended that ECT increase the adult cash fare from \$1.00 to \$1.25 in the fifth year of this plan. At the same time the cost of other fares and passes should also be updated.

Table 7-6 outlines a potential fare structure for implementation in 2008. This new fare policy will not only generate additional revenue for ECT, but because the proposed fares are divisible by the quarter, it should also be convenient for passengers. ECT should also consider providing a 10-ride ticket book for paratransit trips to help offset the impact of the fare increase on individuals living on a fixed income. A rate of \$20.00 is proposed for the discounted paratransit fare.

Table 7-6 Proposed Fare Structure

Fare Medium	Fixed Route		Paratransit
	Adults	Elderly & Disabled	
Cash Fare	\$1.25	\$0.60	\$2.50
6 Ride Tokens	\$6.00	-	-
10 Ride Ticket Book	-	\$5.00	\$20.00
Monthly Pass	\$40.00	\$20.00	-
Student MAX Pass	\$37.50	-	-
CVTC Student Pass	\$60.00	-	-
Summer Youth Pass*	\$25.00	-	-
Single Use Transfer	Free	Free	N/A

* Available June, July, and August only

Evaluate Potential for Higher Level of Service to Altoona

The results from the service coverage analysis revealed that southeast Altoona was the most significant service gap within ECT's service area. Altoona residents also requested service to this part of the city during the public outreach phase of the project. ECT should investigate the potential for providing Altoona with a higher level of transit service to address this service gap. It is expected that ECT should be able to provide service to southeast Altoona by making modifications to the existing Route 7 alignment, although these changes will likely impact the running time of the route. The city of Altoona periodically receives requests for bus service from the mobile home park in the eastern part of the city, which is approximately ½ mile from existing Route 7 service. ECT should work with Altoona to identify service expansion opportunities,

recognizing that Altoona would be required to fund any additional service that ECT provides. The Route 53 bypass development should also be considered as part of this potential service expansion as it is likely to impact the demand for travel between Eau Claire and Altoona.

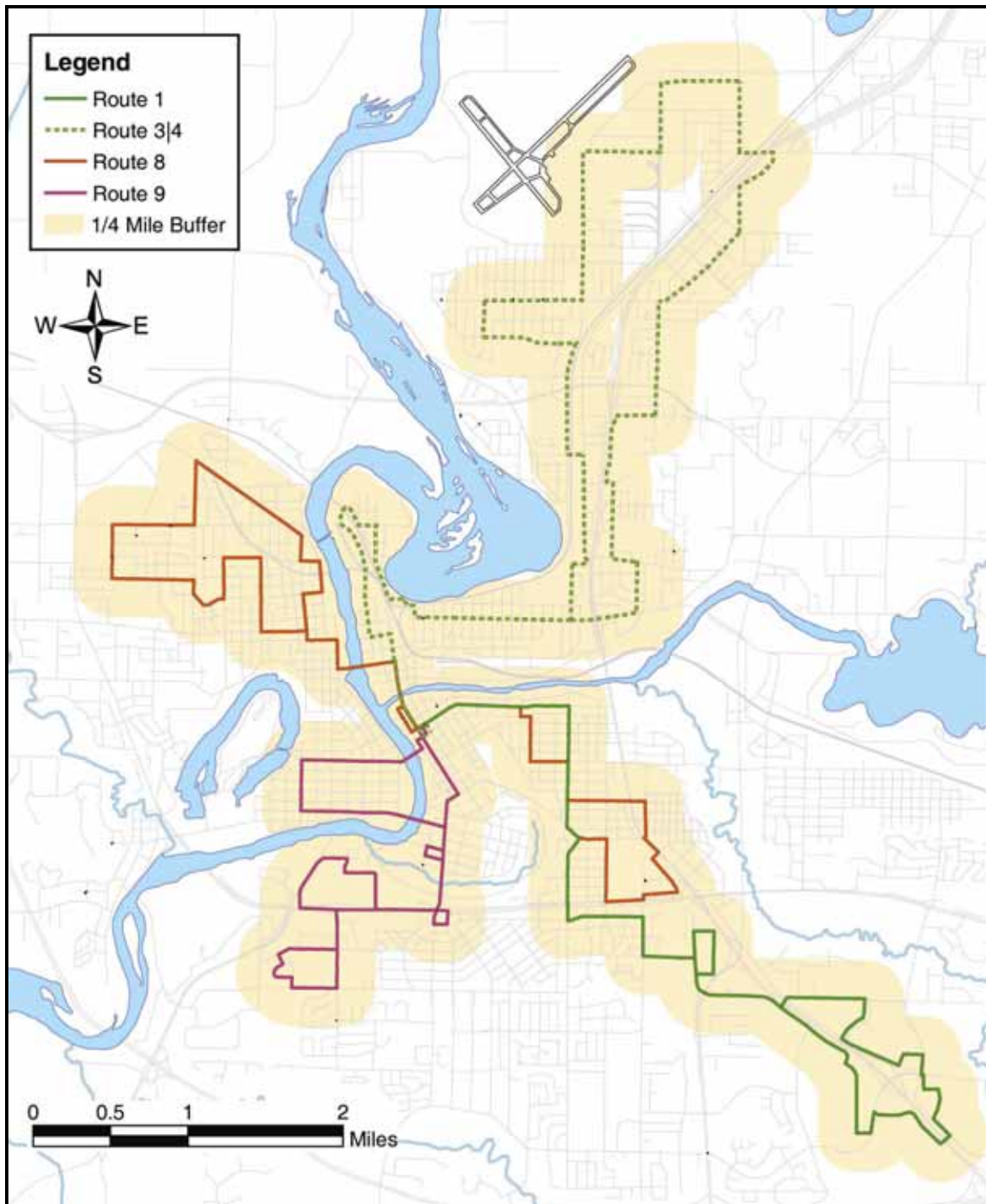
Complete Capital Improvements for Downtown Transit Center

Consideration was given towards the possibility of relocating ECT's transit center to another location outside of the downtown area. The rationale was that as Eau Claire has grown, much of the development has occurred on the periphery of the city and it might make sense to restructure the routes to respond to this development pattern. For instance, instead of the existing hub-and-spoke type system that ECT operates, a more linear, cross-town, grid route structure could be implemented. This type of route structure does not typically rely upon a central transit center for all transfer activity, but instead favors multiple transfer opportunities wherever routes intersect one another. Due to a number of factors, however, ECT's existing route structure is considered to be the optimal means of serving the city for the foreseeable future. First of all, various geographic constraints (rivers, hills and railroad tracks) make it virtually impossible to operate a grid transit system in Eau Claire. Secondly, grid transit systems typically require higher population densities to be successful than are found in Eau Claire. Eau Claire's highest activity center still is the central business district, which supports the existing hub-and-spoke transit network. Lastly, through the public outreach elements of the project, ECT's passengers voiced support for maintaining the existing route structure and keeping the transit center downtown.

Nonetheless, ECT's downtown transit center is a fairly lackluster facility that does not provide passengers with many amenities, other than basic shelter and a place to sit while they wait for the bus. It was built in 1984 as a temporary structure and is in need of capital improvements. Therefore, ECT should prioritize completing capital improvements to this facility to provide passengers with increased comfort and amenities. The primary concerns voiced by ECT passengers during drop-in sessions last winter were requests for a pay phone and a bathroom and better heat inside the transit center. Several passengers also thought that there should be better security at the transit center. In addition to addressing these issues, transit center capital improvements should be designed to make the downtown transit center a more prominent and attractive downtown landmark. It is also recommended that ECT integrate a ticket office, a drivers' break room and an improved passenger loading area into its design plans for a new downtown transit center. It should also be noted that depending upon the plans for the new transit center, the current location may not be the best location. It is recommended that a downtown transit center study be completed to address these issues, to include analysis, design, and siting elements.

Consider Sunday Service Potential

Requests for Sunday service was the most frequently heard comment at the drop-in sessions at the downtown transit center. To better serve its passengers, ECT should evaluate the potential for transit service on Sunday. Since demand for transit service is never as great on Sunday as the other days during the week, ECT should be able to serve the majority of the demand with fewer routes than operate during the rest of the week. It is proposed that ECT operate a route Sunday network of only 4 routes. Figure 7-10 presents a map of the proposed routes with ¼ mile buffers to demonstrate the service area for each of these routes. It is proposed that service operate between 10:00 AM and 6:00 PM with one vehicle dedicated to each route. This level of service would cost approximately \$74,000 annually to operate, although this cost estimate does not include administrative or maintenance costs which would further increase the cost of providing Sunday service.

Figure 7-10 Proposed Transit Network for Sunday Service

7.2.3 Long-term Service Plan

The following recommendations are considered long-term recommendations because they exceed the life of this plan and require additional data or further analysis, and may not be as vital to the system's interests as the recommendations presented above. These recommendations are generally expected to occur beyond the life of this plan, from 2009 and beyond.

Participate in Development Activity

Similar to the mid-term recommendation, it is equally important that ECT continue monitoring long-term planning as urban development is an ongoing activity that can significantly impact the transit system. There is less known regarding specific projects that ECT should monitor at this point in time. However, ECT will find out about relevant projects by becoming more involved in the planning process.

Evaluate Potential for Service Expansion to Lake Hallie and Chippewa Falls

Chippewa Falls used to contract with ECT for fixed route service in the 1970s and early 1980s. Two separate routes were operated by ECT, one of which provided fixed route service between Chippewa Falls and Eau Claire and the other which provided intra-city service throughout Chippewa Falls. The Village of Lake Hallie also participated in the fixed route system at that point in time. In July 1985, Chippewa Falls switched from contracting with ECT for transit service to providing a shared ride taxi program in an attempt to reduce costs. This program only covers trips made within the city of Chippewa Falls, and as a result there are currently no public transportation options between the cities of Eau Claire and Chippewa Falls. The Chippewa Falls city planner mentioned that he periodically receives requests from Chippewa Falls residents for service to Eau Claire but was not convinced that demand was sufficient to warrant the reintroduction of fixed route service between the two communities. If the service existed, he thought that Chippewa Falls residents would be most likely to use the service to go to Eau Claire for shopping, while Eau Claire residents might use it to come to Chippewa Falls for employment opportunities. It should also be noted that several ECT passengers requested service expansion to both Lake Hallie and Chippewa Falls. Furthermore, the gap in development between Eau Claire and Chippewa Falls is steadily shrinking, which will increase the demand for travel to the Highway 53 corridor. For instance, a Super Wal-Mart is scheduled to open near the Farm & Fleet and ShopKo in Lake Hallie on the east side of Highway 53 near Lee St. It is expected that as this additional development occurs, the ridership potential for transit services will continue to increase along this corridor between Eau Claire and Chippewa Falls.

In the event that service expansion to Lake Hallie and Chippewa Falls is pursued, conceptual service parameters have been developed to assist ECT in implementing this service change. Figure 7-11 provides a graphical representation of a possible route alignment between Eau Claire and Chippewa Falls and Table 7-7 presents conceptual service levels. The route alignment and proposed service characteristics have been developed based upon projected demand for transit service between Eau Claire, Lake Hallie and Chippewa Falls. The proposed level of service presented in this table is based upon successful transit services that have been operated in other communities with similar characteristics. Prior to implementing this service, ECT should conduct additional outreach and analysis to ensure that the route is optimally designed to serve the demand for travel between these communities. For instance, Chippewa Falls and Lake Hallie residents may want a direct connection to the Oakwood Mall, instead of having to transfer at the downtown transit center.

In order for this recommendation to be implemented, both the Village of Lake Hallie and the City of Chippewa Falls need to endorse this service expansion proposal and enter into contract with ECT for the provision of transit service. It is expected that the contractual arrangement would be similar to Altoona's contract with ECT, whereby ECT would bill each community on a quarterly basis for the total number of service miles provided during that period.

Figure 7-11 Proposed Alignment for Service to Lake Hallie/Chippewa Falls

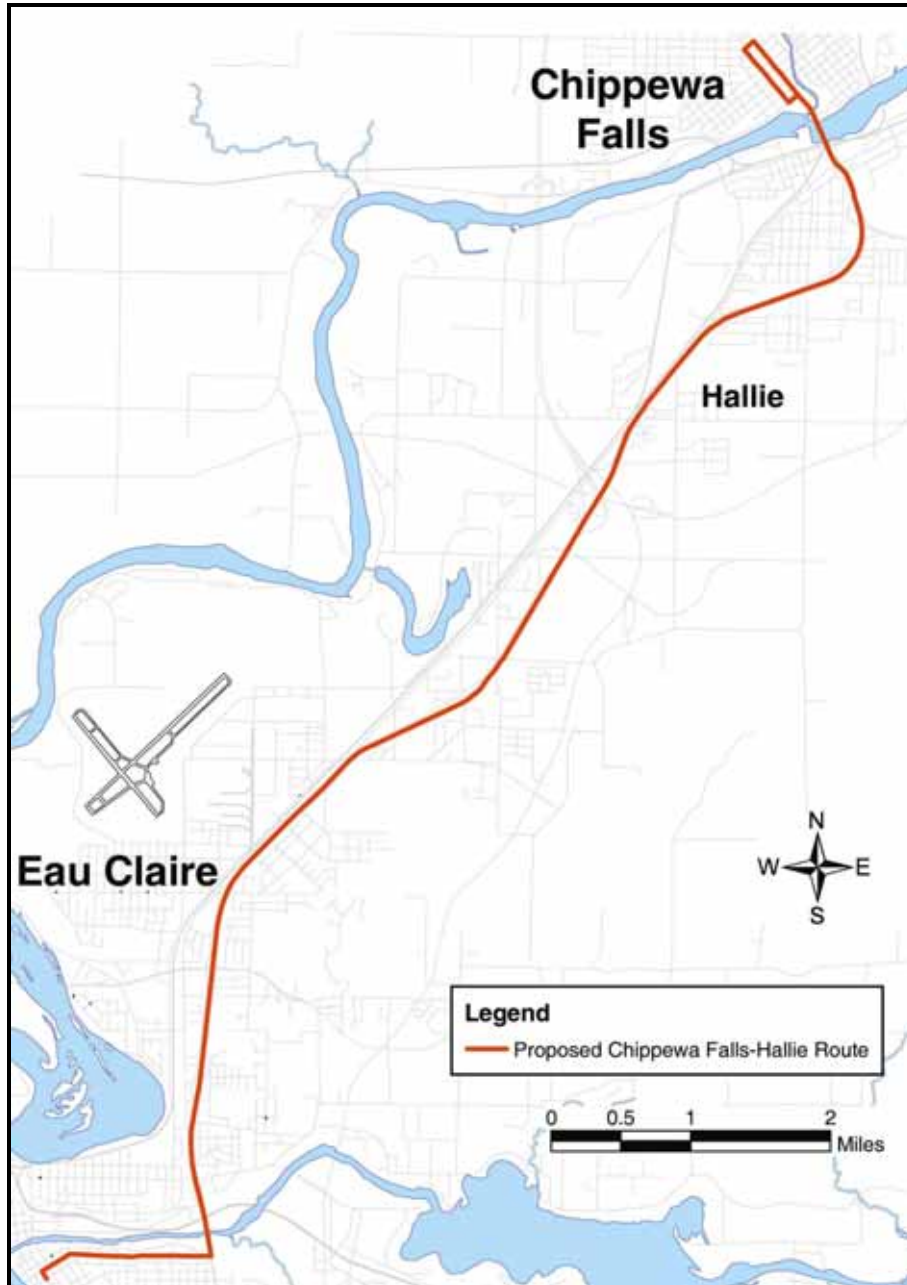


Table 7-7 Conceptual Service Levels for Service Expansion to Lake Hallie/Chippewa Falls

Service Characteristic	Proposed Level of Service and/or Cost
Span of Service	7:00 AM – 7:00 PM Monday – Friday
Type of Vehicle	35-40' Bus
Number of Vehicles	2
Roundtrip Route Length	25 miles
Service Frequency	60 minute headways
Projected Passengers/Hour	15 passengers/hour
Projected Annual Cost	\$344,500

Service expansion to other outlying communities may be warranted in the long-term, although sufficient demand for fixed route transit service is not anticipated at present. For instance, Menomonie, WI, which has a population of nearly 15,000 people, is one candidate for potential service expansion at some point in the future. However, Menomonie is located approximately 25 miles to west of Eau Claire, which would make it much more costly to connect Menomonie with Eau Claire with transit service. Closer to Eau Claire, but still too far to justify service expansion, is the Greyhound station at Interstate 94 and Highway 12/North Crossing. Several ECT passengers requested service to the Greyhound station during the drop-in sessions, but unfortunately its current location is not conducive to the provision of fixed route transit service. In the event that conditions change at some point in the future (i.e., higher intensity land uses occur on the North Crossing), then ECT may want to reconsider providing service to this area. It should also be noted that there is some discussion of providing intercity passenger rail service that would connect Minneapolis/St Paul with Milwaukee and a rail depot may be established in Eau Claire as part of this effort. This is certainly a long-term proposal, but in the event that passenger rail service is provided in Eau Claire at some point in the future, ECT should prioritize the provision of fixed route bus service to the train depot.

Evaluate Potential for Construction of a Mini Transit Hub/Center at Oakwood Mall

As additional development occurs in and around Eau Claire, there is increased demand for travel throughout the region. Growth is no longer occurring in the CBD as fast as it is in the outlying corridors and suburban-style neighborhoods. This creates larger, less dense, and more automobile dependent environments. In order for transit to be a viable transportation alternative throughout Eau Claire, ECT may have to restructure its current network of services to better serve the community. Growth outside of the CBD results in increased demand for cross-town travel. All of ECT's current transit routes connect through the downtown transit center, which forces a transfer for passengers needing to make cross-town trips. While this is the most efficient way for ECT to provide service at present, transfers are generally perceived as onerous and research has demonstrated that most individuals will seek other transportation options if transfers are required to complete their trip via transit. This axiom is particularly salient in Eau Claire where it is possible to drive almost anywhere in fifteen minutes or less.

It is recommended that ECT evaluate the potential for restructuring the route network by creating mini-hubs to provide more direct transit connections, thereby reducing travel time. High intensity activity centers, such as the Oakwood Mall, are prime locations for establishing these mini-transit hubs. To function well as a mini-transit hub, it is recommended that at least three routes provide

service to the Oakwood Mall and a pulse point should be established to create transfer opportunities between routes. As mentioned above, it is possible that the intercommunity service between Chippewa Falls and Eau Claire could provide a direct connection to the Oakwood Mall. Other regional transit services, as they become available, should also be designed to serve this transit mini-hub to increase the functionality of the system. It should also be noted that the Oakwood Mall management is amenable to working with the city of Eau Claire to design and build a small transit center at the Oakwood Mall. Creating a transit center would likely result in slightly worse passenger accessibility to the Oakwood Mall because it would probably be constructed in the middle of the parking lot. However, its many advantages would include improved passenger amenities, operational efficiency, safety, and overall exposure and interest in the transit system would also likely increase.

Chapter Eight – Implementation Plans

This chapter summarizes the plans that Eau Claire Transit will need to implement in order to realize the proposed changes developed in this document over the next five years. The first section is the service plan and outlines service modifications to the fixed route and paratransit systems. Section 8.2 is the capital plan, which highlights any necessary changes in the vehicle fleet and/or transit facilities. Finally, the financial plan forecasts all of ECT's anticipated costs and revenues.

8.1 Service Plan

This section summarizes the service recommendations outlined in Chapter 7 – Service Recommendations. These recommendations stem from multiple public outreach efforts and the analysis of system and route-level performance. The focus of this plan is on the short and mid-term recommendations because they are expected to occur within the five-year planning cycle of the TDP.

As illustrated in Table 8-1, below, most of the short-term recommendations focus on reducing service. Although all of the changes were informed by thorough analysis, the need for these service reductions are also driven by the current fiscal crisis which has caused a dramatic reduction in ECT's operating budget. Major route changes include combining and reducing weekday service to Routes 10 and 11, reducing night service, eliminating Route 10 service on Saturdays, shifting Route 11 service to Route 1 on Saturdays, and running the Route 3/4 combination on Saturdays. Policy recommendations include switching from flag stops to bus stops, increasing marketing, renumbering the "figure-8" routes, and using an outside firm to certify eligible ADA passengers. These short-term changes are expected to lower ECT's operating costs in 2004 by \$228,757.

Table 8-1 Summary of Service Recommendations

Service Modification	Change in Revenue Hours	Fiscal Impact	Implementation Year
SHORT TERM			
Modify Route 10's alignment and service levels	-2,943	-\$112,370	2004
Modify Route 11's alignment and service levels	-1,657.5	-\$63,298	2004
Reduce night service	-1,530	-\$58,429	2004
Run Route 3/4 on Saturdays	-514.8	-\$19,660	2004
Redirect Saturday service from Route 11 to Route 1	0	None	2004
Modify Route 9 Saturday alignment	0	None	2004
Modify Route 4 weekday alignment	0	None	2004
Increase Marketing Efforts	0	\$25,000	2004
Split and renumber Routes 2,5,7, and 8	None	Minor	2004
Establish bus shelter standards	None	Minor	2005

Service Modification	Change in Revenue Hours	Fiscal Impact	Implementation Year
Switch from flag stops to bus stops	None	None	Ongoing
Study drop-off at 1st and Lake	None	Minor	2004
Reduce Paratransit Costs - in person ADA certification, curb-to-curb service	None	Slows cost escalation	2004
Sub-Total	-6,645	-\$228,757	
MID TERM			
Monitor Planning/Development Activity	0	\$0.00	Ongoing
Reduce Paratransit Costs - renegotiate contract	0	-5%	2006
Higher Level of Service to Altoona	450	\$19,342	2007
Rebuild Downtown Transfer Center	0	\$2,110,000	2004-2007
Implement Sunday Service	1,664	\$73,667	2008
LONG TERM			
Monitor Development Activity	None	Minor	Ongoing
Service Expansion to Lake Hallie/Chippewa Falls	6,120	\$344,500	Beyond plan life
Mini Transit Hub at Oakwood Mall	Undetermined	Undetermined	Beyond plan life

In contrast to the short-term changes, mid- and long-term recommendations propose modest service expansions. Examples include increasing service coverage in Altoona and introducing Sunday service. Another important mid-term change is the reconstruction of the downtown transfer center. This project should dramatically improve customer comfort and convenience and make ECT's transfer center a more prominent and attractive downtown landmark.

The remaining sections of this chapter, the capital and financial plans, outline the capital and fiscal impacts of these service changes.

8.2 Capital Plan

This section presents a 5-year capital improvement plan for Eau Claire Transit, covering fixed route and paratransit services. However, because the paratransit service is contracted out and does not provide vehicles for the service – any paratransit expansion needs are not addressed. Included in this section are capital improvement projects, such as replacing old vehicles and maintaining bus stops, and cost estimates and funding strategies for implementing them.

8.2.1 Vehicle Needs

ECT currently maintains a fleet of 22 wheelchair-accessible vehicles. All of these vehicles are relatively new, with the oldest having been purchased in 1997. Federal Transit Administration (FTA) guidelines list the lifespan of full-size coaches at 12 years, which means that over the life of this plan none of the vehicles will need replacing. However, the 8 New Flyer buses that were purchased in 1997 will need to be replaced in the year immediately following the life of this plan, 2009. ECT should begin applying for funds to cover the replacement costs for these vehicles in 2008, if not before, so that adequate funds will be available.

As mentioned above, paratransit service is contracted out to an operator who provides all necessary vehicles. As such, ECT does not need to concern itself with any paratransit vehicle expansion to accommodate growing demand.

8.2.2 Bus Stop Improvements

One of the policy recommendations proposed for ECT is to transition from a flag stop to a bus stop system. This change will require that ECT install bus stop signs along routes where they currently do not exist. Because this will take time and additional funds to implement, it is recommended that ECT phase the installation of bus stops over the life of the plan. Priority should be given to those routes that have the highest passenger activity – starting with Routes 5, 7, and 8 in 2004. As funding and labor becomes available, bus stops can be installed along the remaining routes in the following order: 1, 2, 3, 4, 3/4, 9 (Saturday alignment), 6, and 11. This work can be completed in alternating years (2006 and 2008), or continually as funds permit. For the purposes of programming financing, the first phase of installations occurs in 2004, the second in 2006, and the final in 2008.

Another recommendation is to install bus shelters at the stops that experience the highest level of activity. Eight locations are identified that warrant shelters, but currently do not have them. Although shelters require ongoing maintenance they can be an important factor in passenger's decision to wait for a bus, especially during cold winter conditions. As discussed in the recommendations section, ECT may elect to relocate existing shelters to busier locations instead of purchasing new ones. For planning purposes, the capital plan assumes that \$20,000 will be spent each year to purchase new shelters or to repair existing ones.

The cost of installing bus stops and shelters are outlined in the capital plan, Table 8-2.

8.2.3 Facility Enhancements

ECT applied for a capital assistance grant from FTA to fund a new and improved downtown transfer center. The new facility would include public restrooms, a ticket office, a drivers' break room, and passenger loading areas. The anticipated cost of the project is \$2,110,000 – which includes design, acquisition, construction, and demolition. The federal component (80%) of the project budget is \$1,688,000 and the 20% local match is \$422,000. Local funds will be generated through the sale of general obligation bonds. This project is planned to begin in 2004 and have a completion date in 2006.

At this time no other facility-related projects are foreseen. The phasing of the project's financing is detailed in the capital plan.

8.2.4 Capital Plan

According to anticipated capital expenses and presumed revenue sources, the capital plan below outlines how the \$2.2 million capital budget will evolve over the 5-year planning horizon. The majority of these expenses will be paid by a federal capital assistance grant and the sale of general obligation (G.O.) bonds.

Of the \$2.2 million plan, 95% (\$2.1 million) of the funds are being spent on the reconstruction of the downtown transfer facility. The remaining funds will be spent on installing bus stops and shelters.

Eau Claire Transit's capital plan is presented in Table 8-2.

Table 8-2 ECT Capital Plan

Capital Costs	2004	2005	2006	2007	2008	Total
Fixed Route Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bus Stop Improvements	\$ 25,200	\$ 20,000	\$ 27,100	\$ 20,000	\$ 21,600	\$ 113,900
Facility Enhancements	\$ 100,000	\$ 300,000	\$ 1,700,000	\$ 10,000	\$ -	\$ 2,110,000
<i>Total Capital Costs</i>	<i>\$ 125,200</i>	<i>\$ 320,000</i>	<i>\$ 1,727,100</i>	<i>\$ 30,000</i>	<i>\$ 21,600</i>	<i>\$ 2,223,900</i>
Capital Revenues						
G.O. Bonds	\$ 20,000	\$ 60,000	\$ 340,000	\$ 2,000	\$ -	
General Fund	\$ 25,200	\$ 20,000	\$ 27,100	\$ 20,000	\$ 21,600	\$ 113,900
FTA Capital Assistance Grant	\$ 80,000	\$ 240,000	\$ 1,360,000	\$ 8,000	\$ -	\$ 1,688,000
<i>Total Capital Revenues</i>	<i>\$ 125,200</i>	<i>\$ 320,000</i>	<i>\$ 1,727,100</i>	<i>\$ 30,000</i>	<i>\$ 21,600</i>	<i>\$ 2,223,900</i>

8.3 Financial Plan

This section presents the cost and revenue projections for Eau Claire Transit's fixed route and paratransit services for the 5-year period between January 1, 2004 and December 31, 2008. Current year budget figures are the basis for future projections. The major assumptions used in developing the cost and revenue projections are outlined below. Table 8-3 presents ECT's financial plan for the next 5 years.

The revenue projections in this Transportation Development Plan are based on ECT's proposed 2004 budget. The revenue projections generally assume an increase in revenue from year to year, with some exceptions such as farebox revenue which is estimated to remain fairly stable until Year 5 of the plan due to a fare increase at that point in time. It should be noted that these numbers are subject to change, especially during this period of economic uncertainty. Thus, proper care should be taken to ensure that the system maintains a healthy reserve balance to weather any unforeseen increases in operating expenses that are not covered by a corresponding increase in funding revenue.

The operating cost projections are fundamentally based on the number of service hours proposed in the service plan. Service hours are assumed to remain constant unless stated otherwise. For instance, there are several short-term service changes that have been designed to improve the overall efficiency of the transit system. By consolidating Routes 10 and 11 with one another, ECT will be providing 4,618 fewer revenue hours of service a year, which will save the transit system \$175,668. By reducing the number of routes operating during the evening, ECT will save another \$58,429 a year by operating 1,530 fewer revenue hours. The other most significant service modification is the proposed combination of Routes 3 and 4 on Saturdays, which will reduce ECT's annual revenue hours by 515 and save the transit system \$19,660.

Following is a brief discussion of the assumptions made in developing the financial plan:

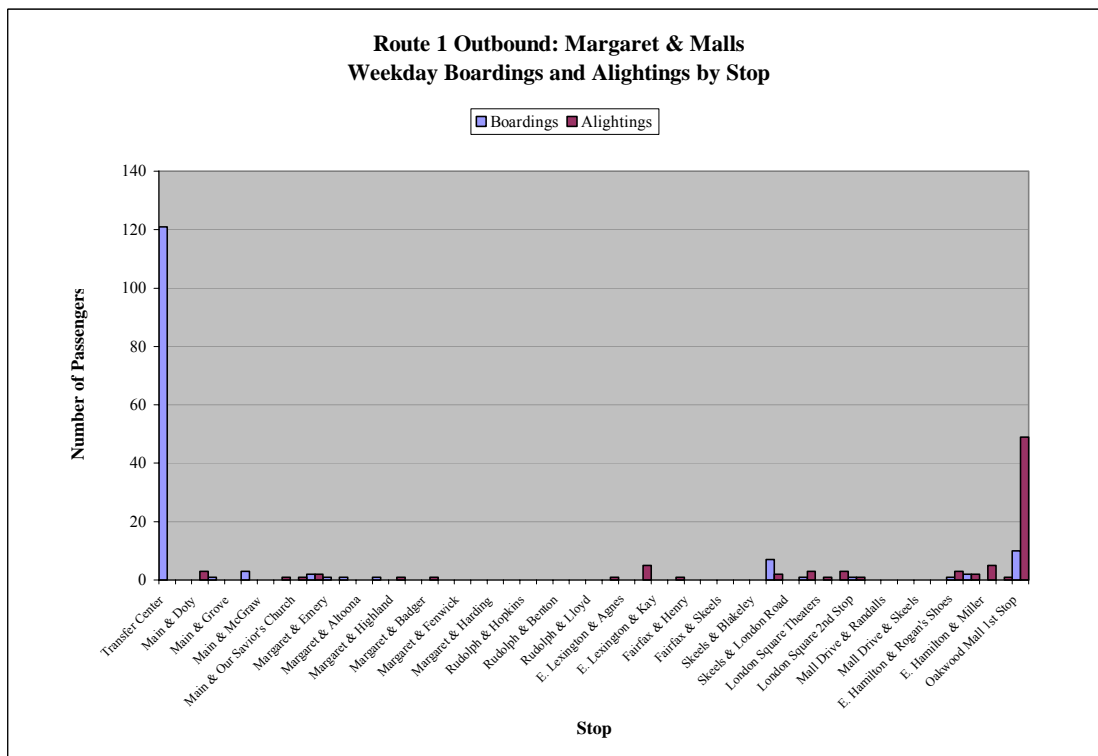
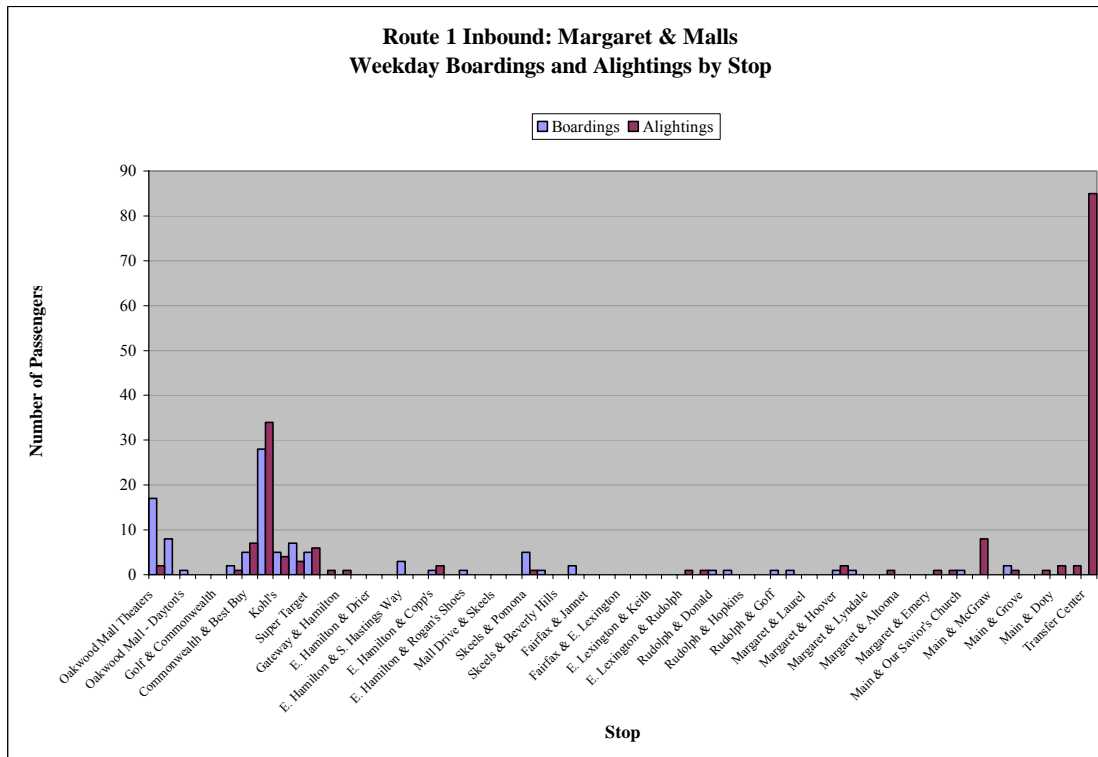
- Bus operator hourly wage will increase by 3% each year, which is consistent with the average increases of 2.9% in the CPI for the Minneapolis-St Paul Metro area.
- Paratransit costs are also assumed to increase by 3% each year, which is consistent with the cost increase over the past five years.
- Marketing costs are projected to increase to \$25,000 in 2004 to cover the additional marketing activities recommended in the TDP.
- Expenses for the Fairfax pool route are expected to remain constant during the life of the plan.
- ECT ridership is expected to remain stable during the five years covered by the financial plan.
- In 2008, passenger fares are projected to increase due to a proposed fare increase at that time.
- Advertising revenues are expected to increase by \$2,000 per year based upon the trend in the growth of this revenue source.
- Finally, ECT's contract with UWEC is expected to increase annually by 1.5%.

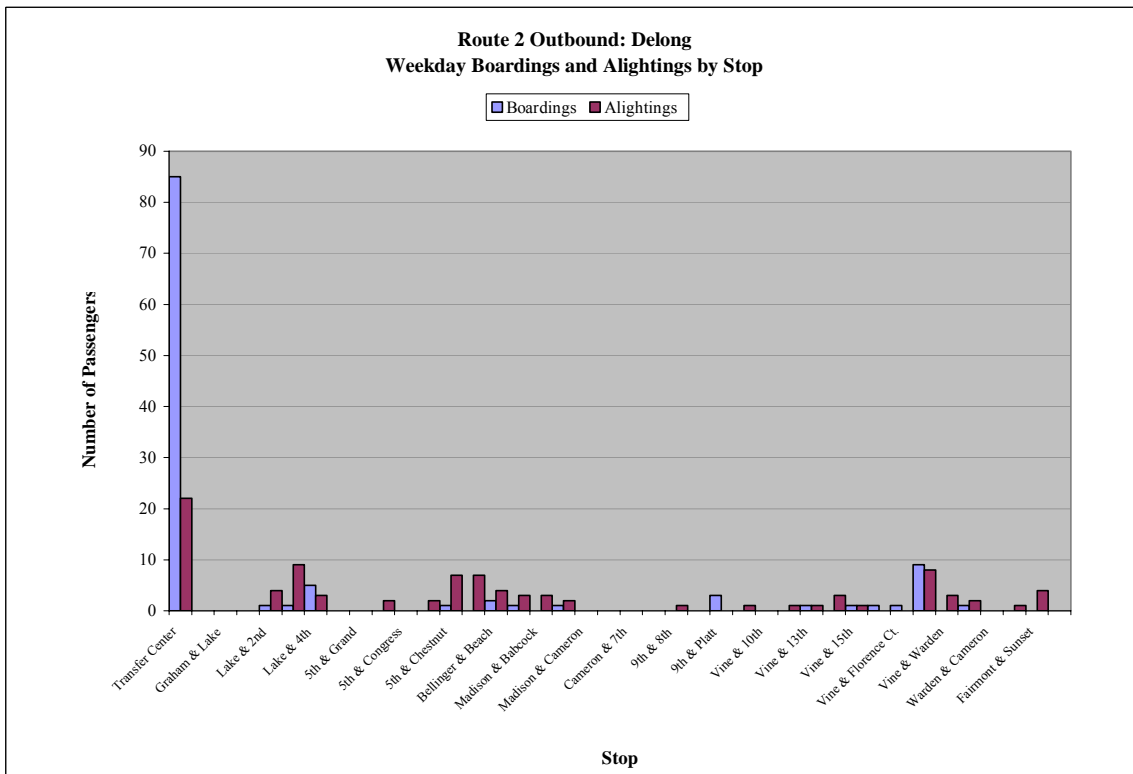
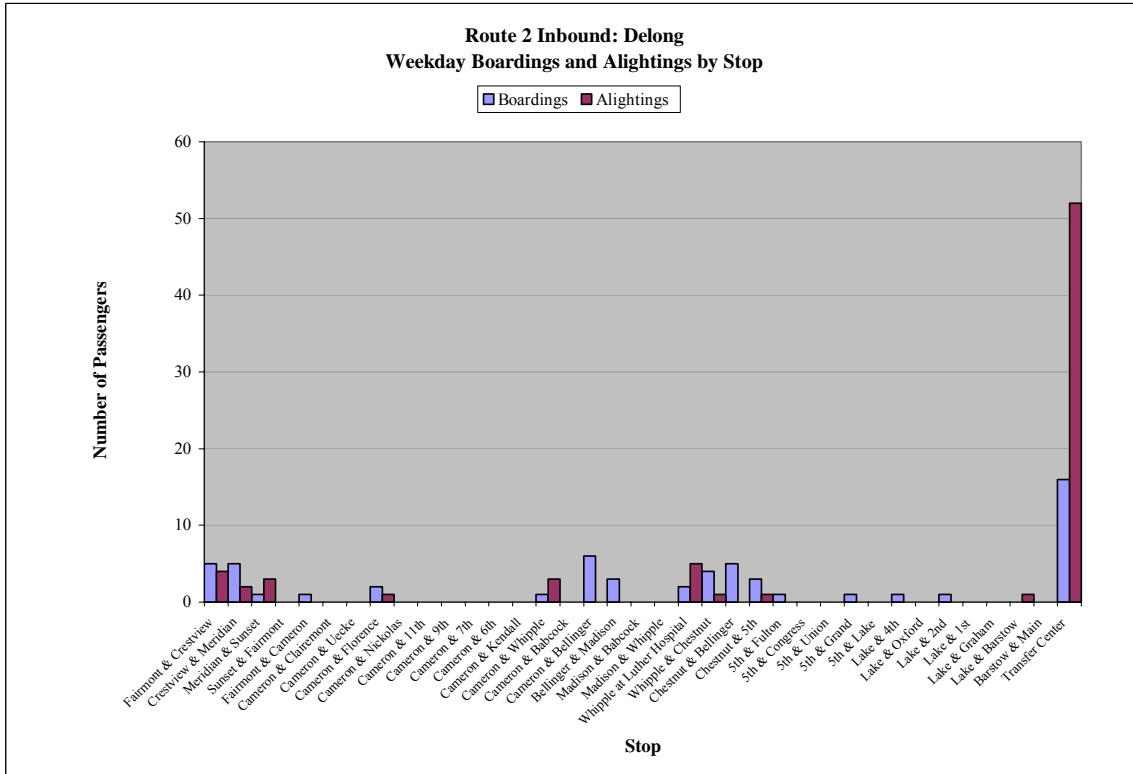
Using the assumptions outlined above, ECT should expect to have operating costs of \$3,705,400 in 2004. This value will increase to \$4,191,900 in the last year of the plan, 2008. It is important to note that ECT's revenue sources are projected to increase sufficiently to keep ECT financially solvent during the life of the plan. Refer to Table 8-3 for further detail on ECT's financial plan.

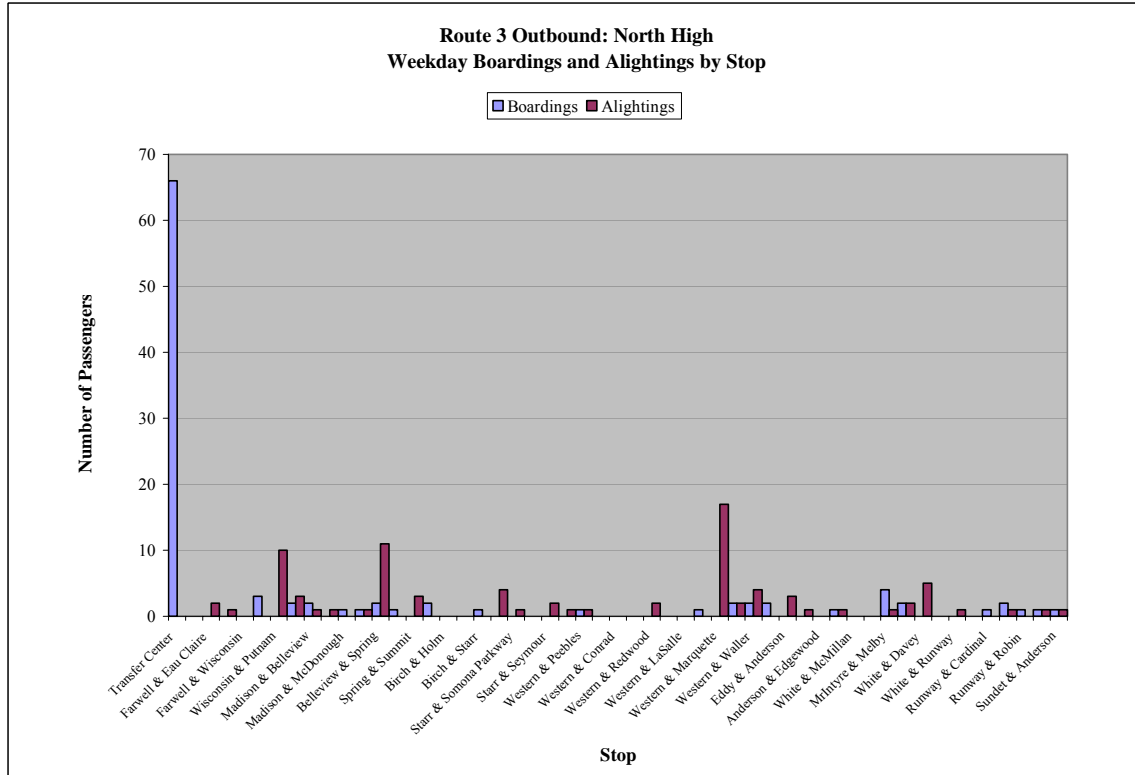
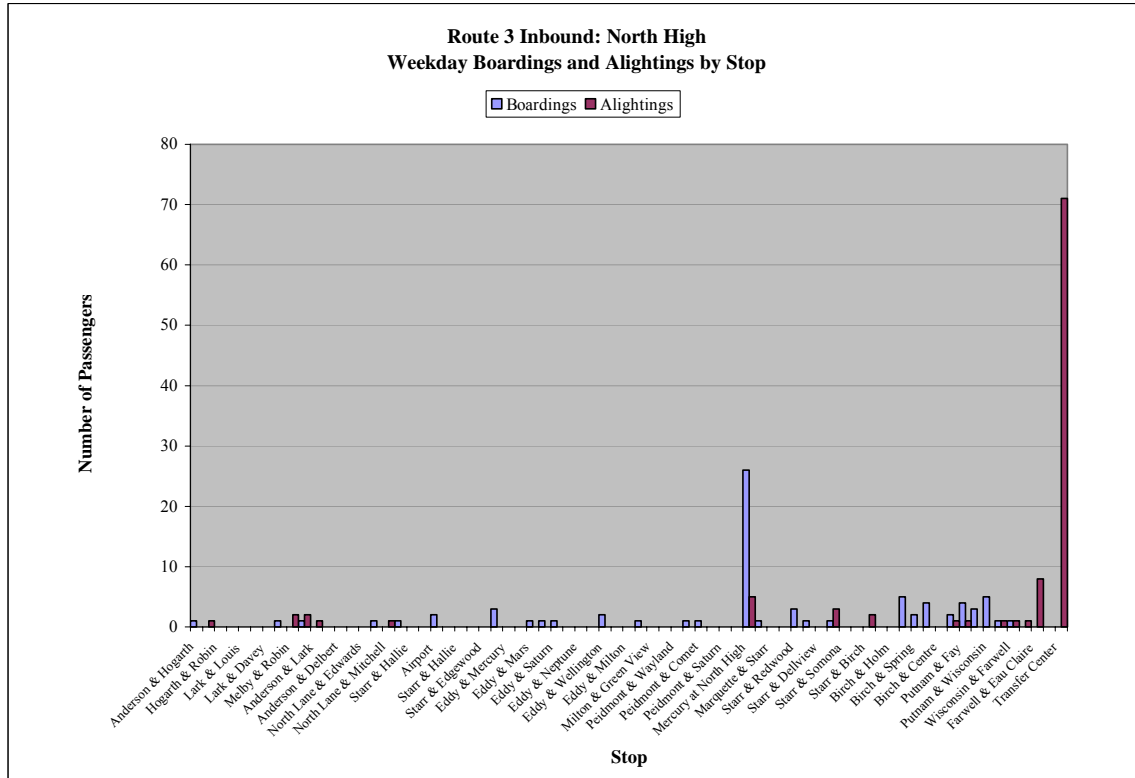
Table 8-3 ECT Financial Plan

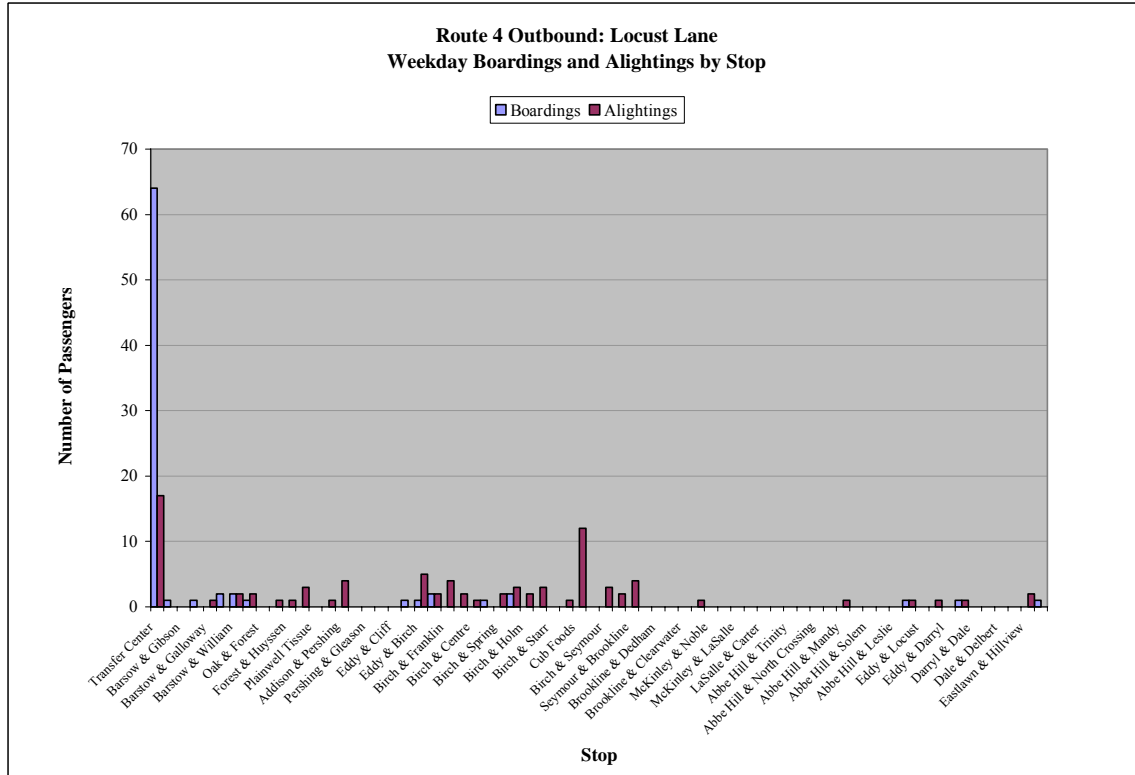
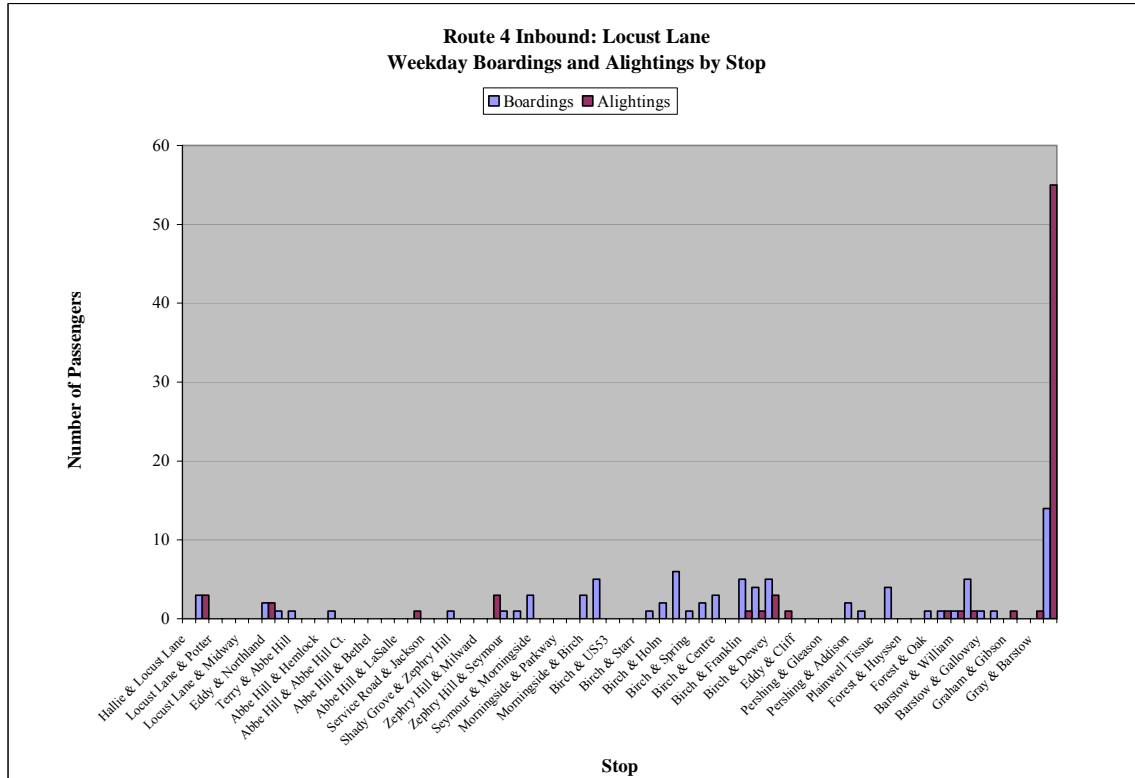
Cost	2004	2005	2006	2007	2008
Fixed Route Operating Cost	\$ 2,847,200	\$ 2,932,700	\$ 3,020,600	\$ 3,182,800	\$ 3,351,900
Paratransit Operating Cost	\$ 718,900	\$ 740,400	\$ 762,700	\$ 785,500	\$ 809,100
Total Operating Cost	\$ 3,566,100	\$ 3,673,100	\$ 3,783,300	\$ 3,968,300	\$ 4,161,000
Interest Payments	\$ 14,100	\$ 13,600	\$ 12,300	\$ 10,900	\$ 9,300
Capital Projects	\$ 125,200	\$ 320,000	\$ 1,727,100	\$ 30,000	\$ 21,600
Total System Costs	\$ 3,705,400	\$ 4,006,700	\$ 5,522,700	\$ 4,009,200	\$ 4,191,900
Revenue					
Federal Assistance	\$ 1,083,400	\$ 1,125,900	\$ 1,245,100	\$ 1,197,100	\$ 1,254,800
- FTA Capital Assistance Grant	\$ 80,000	\$ 240,000	\$ 1,360,000	\$ 8,000	\$ -
WI State Assistance	\$ 1,011,200	\$ 1,050,900	\$ 1,162,100	\$ 1,117,300	\$ 1,171,100
Contract Revenues					
Operator Assistance, City of Altoona	\$ 27,500	\$ 28,400	\$ 48,600	\$ 50,100	\$ 51,600
Operator Assistance, Eau Claire County	\$ 211,400	\$ 217,700	\$ 224,200	\$ 230,900	\$ 237,900
UWEC	\$ 184,300	\$ 187,100	\$ 189,900	\$ 192,700	\$ 195,600
General Fund	\$ 811,100	\$ 858,200	\$ 992,300	\$ 910,600	\$ 907,700
Fairfax Pool Route	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700
Advertising	\$ 16,000	\$ 18,000	\$ 20,000	\$ 22,000	\$ 24,000
Passenger Fares	\$ 274,800	\$ 274,800	\$ 274,800	\$ 274,800	\$ 343,500
Total System Revenues	\$ 3,705,400	\$ 4,006,700	\$ 5,522,700	\$ 4,009,200	\$ 4,191,900
Net Surplus/Deficit	\$ -	\$ -	\$ -	\$ -	\$ -

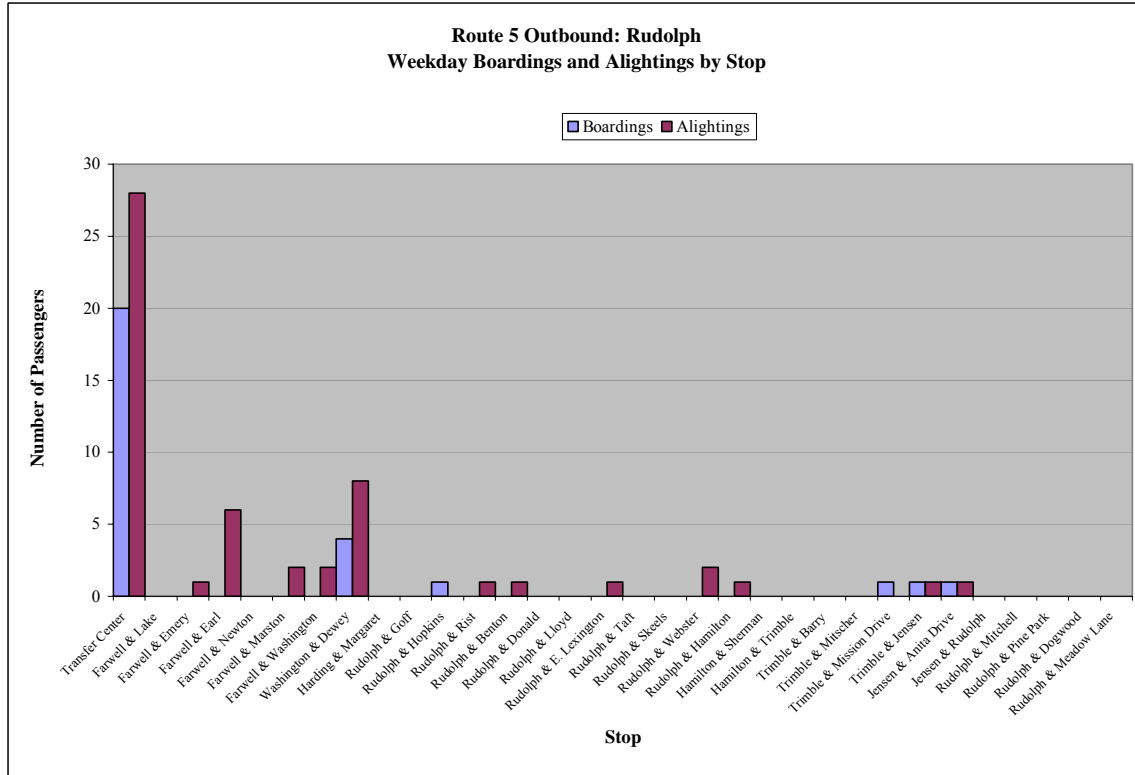
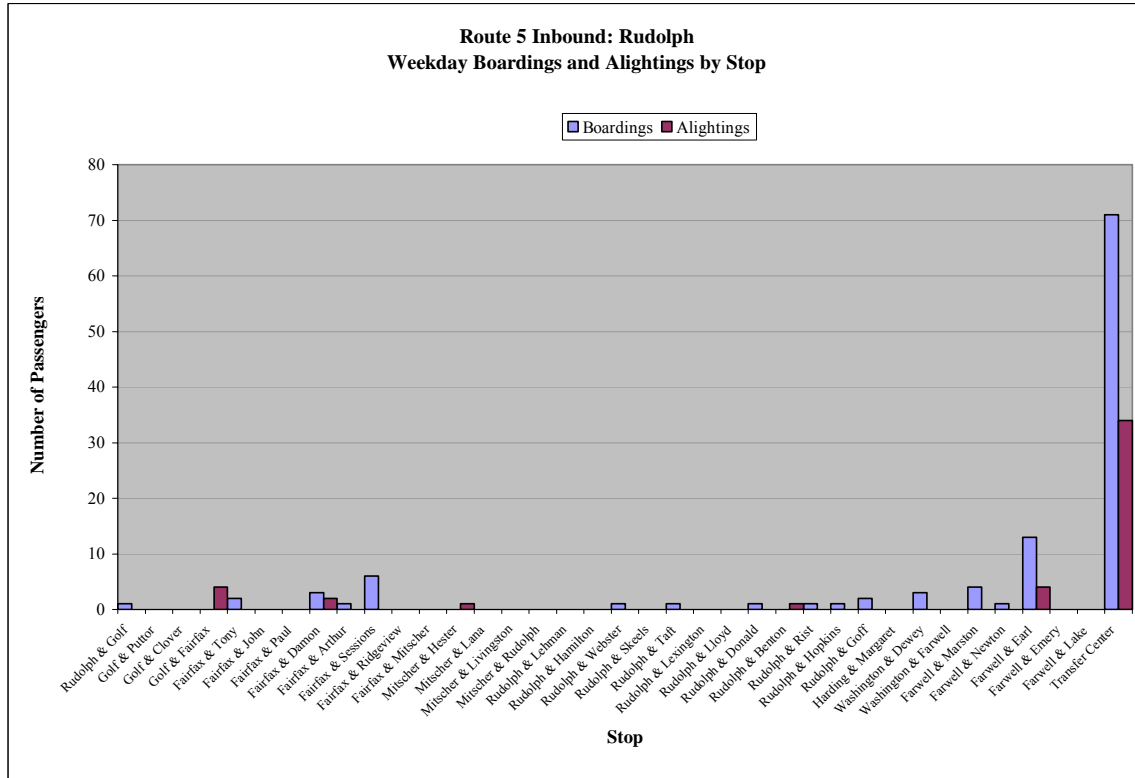
***Appendix -
Ridership Activity Charts by Stop***

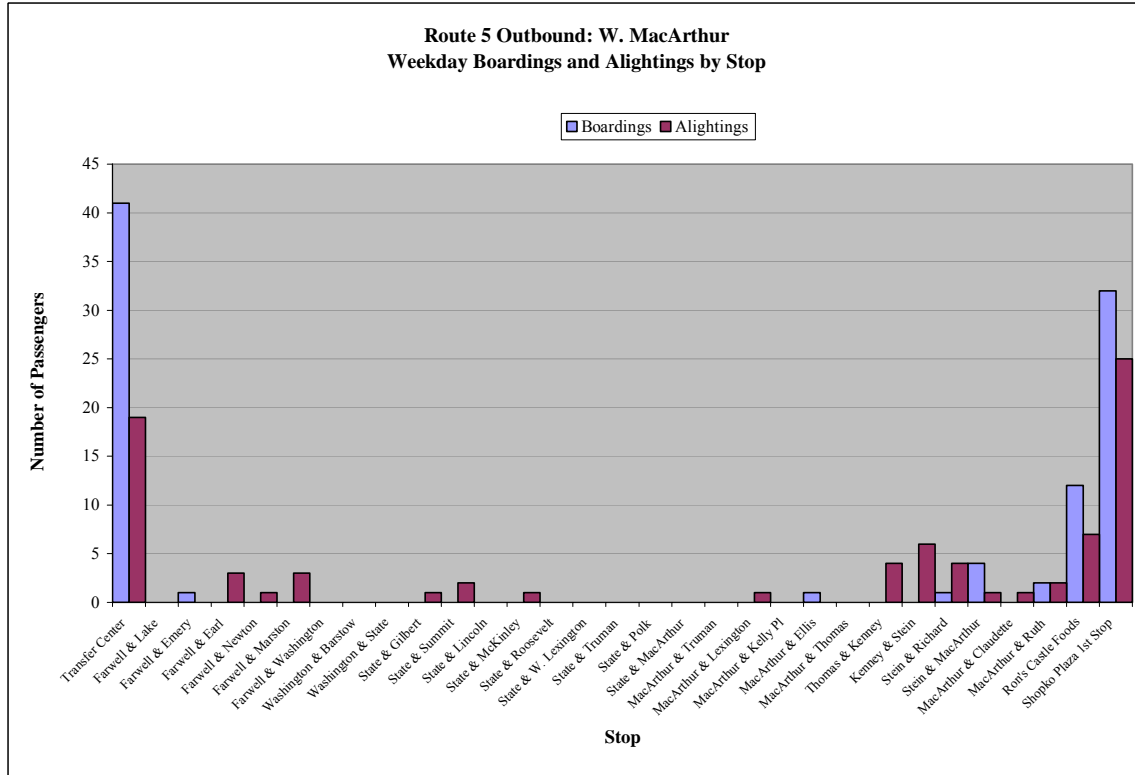
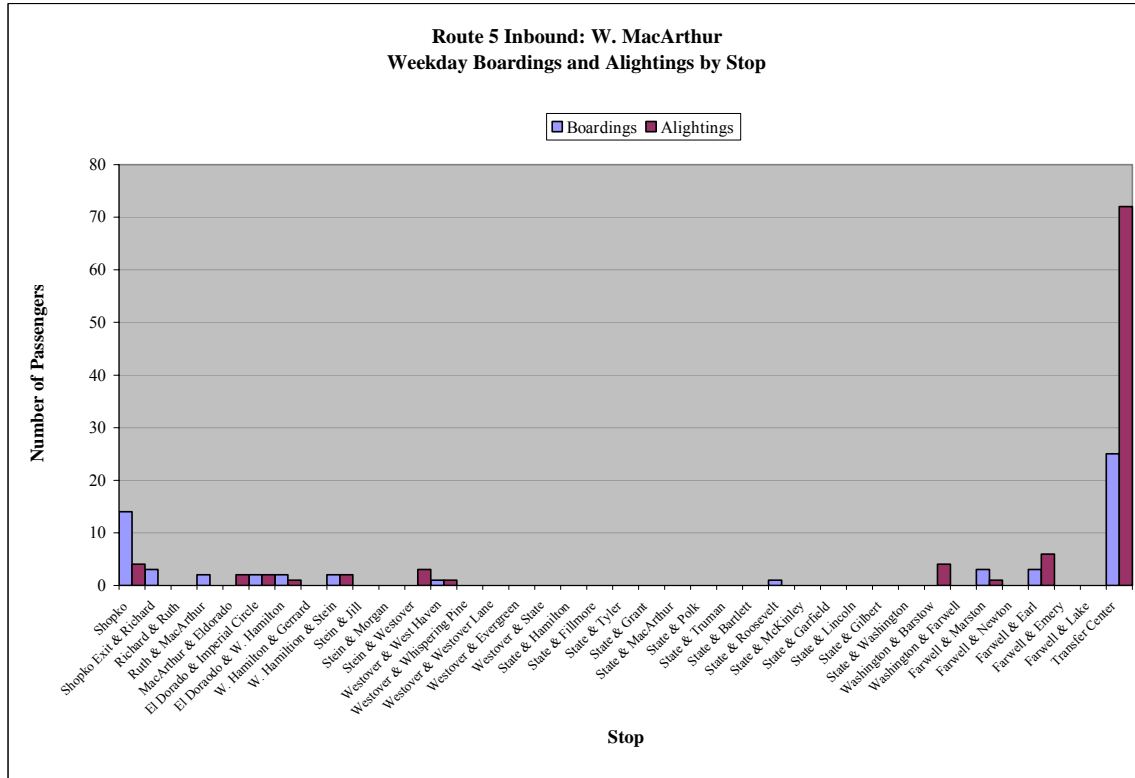
Route 1: Margaret & Malls

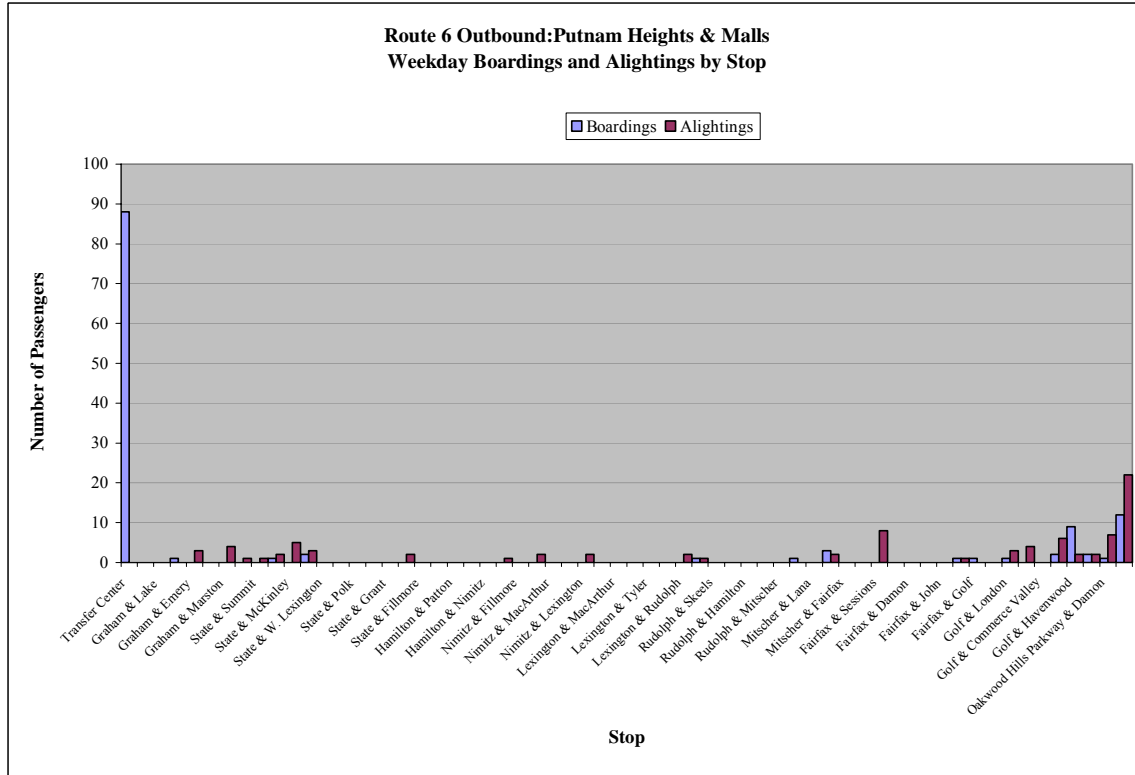
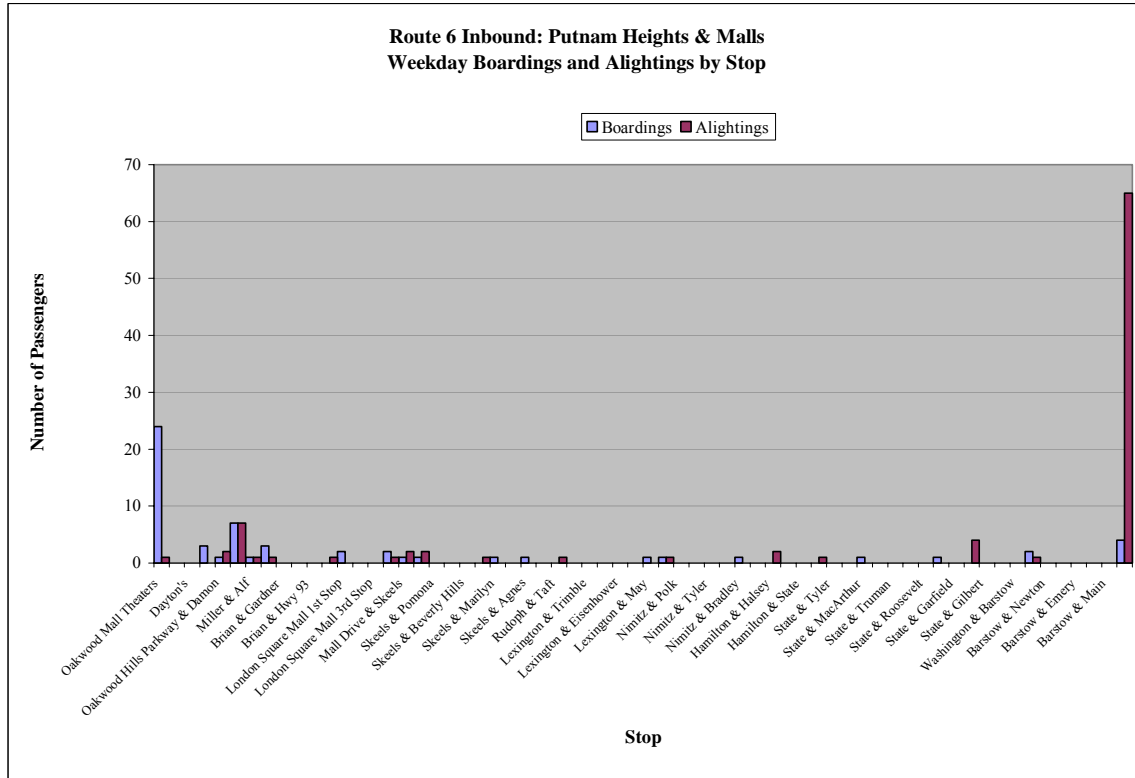
Route 2: Delong

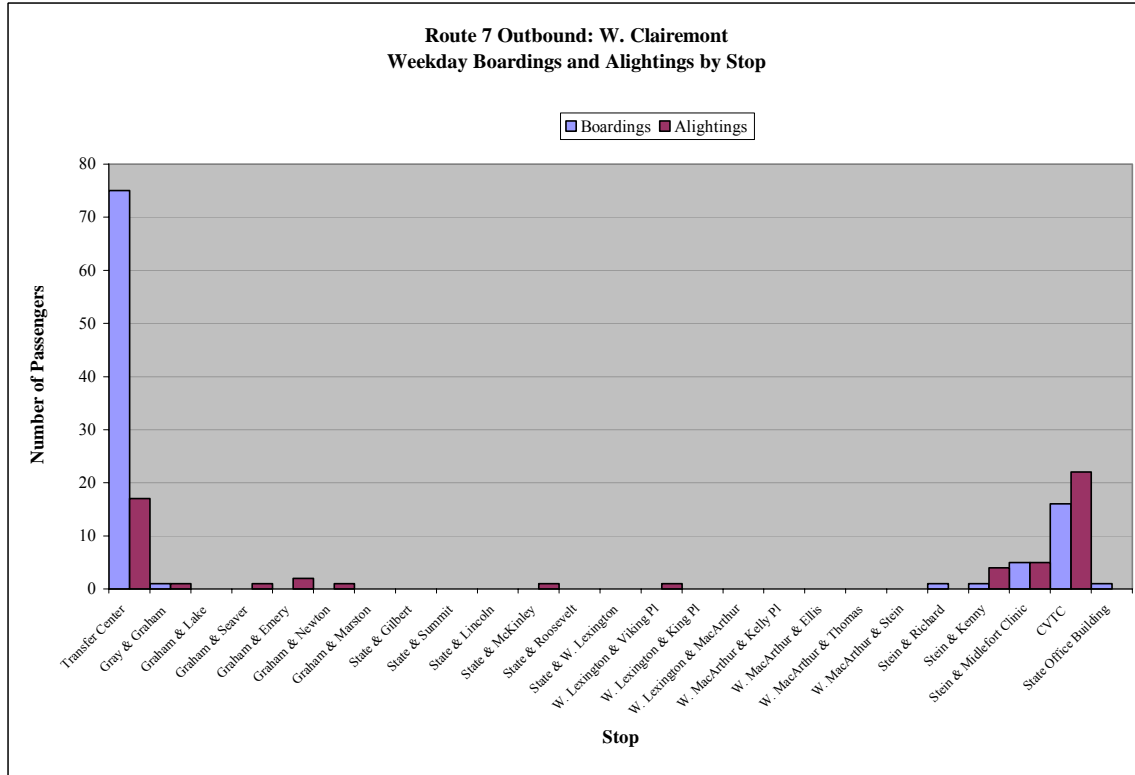
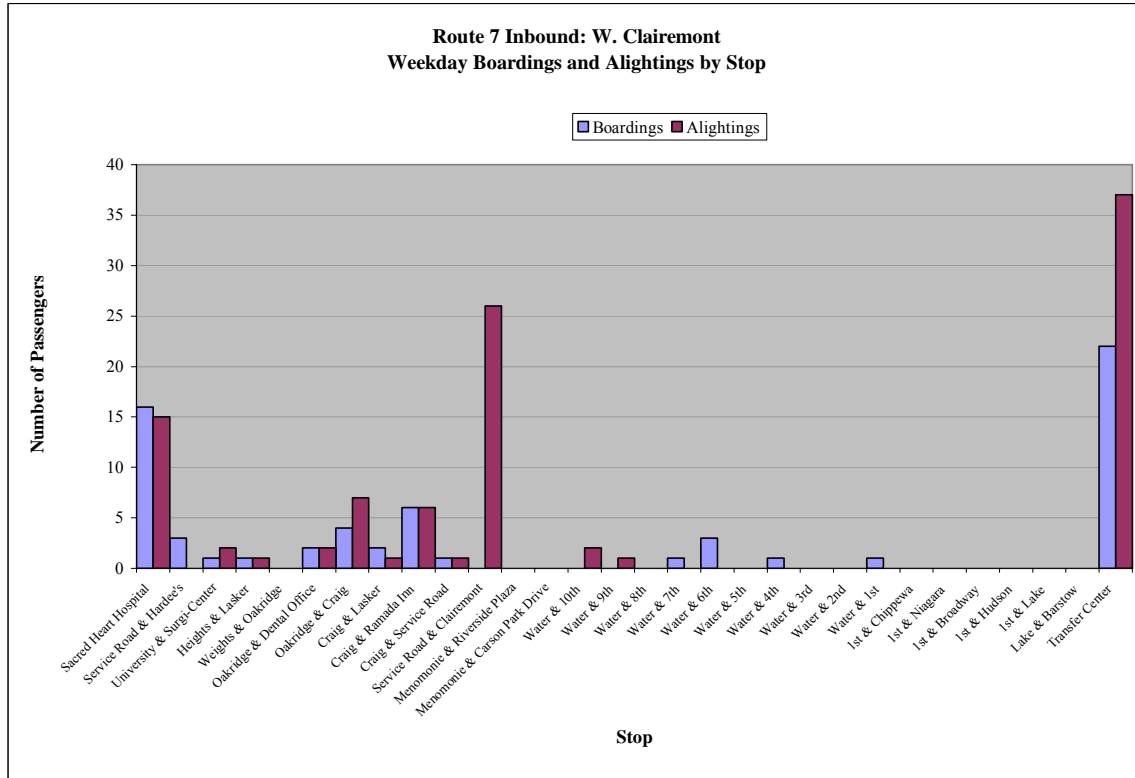
Route 3: North High

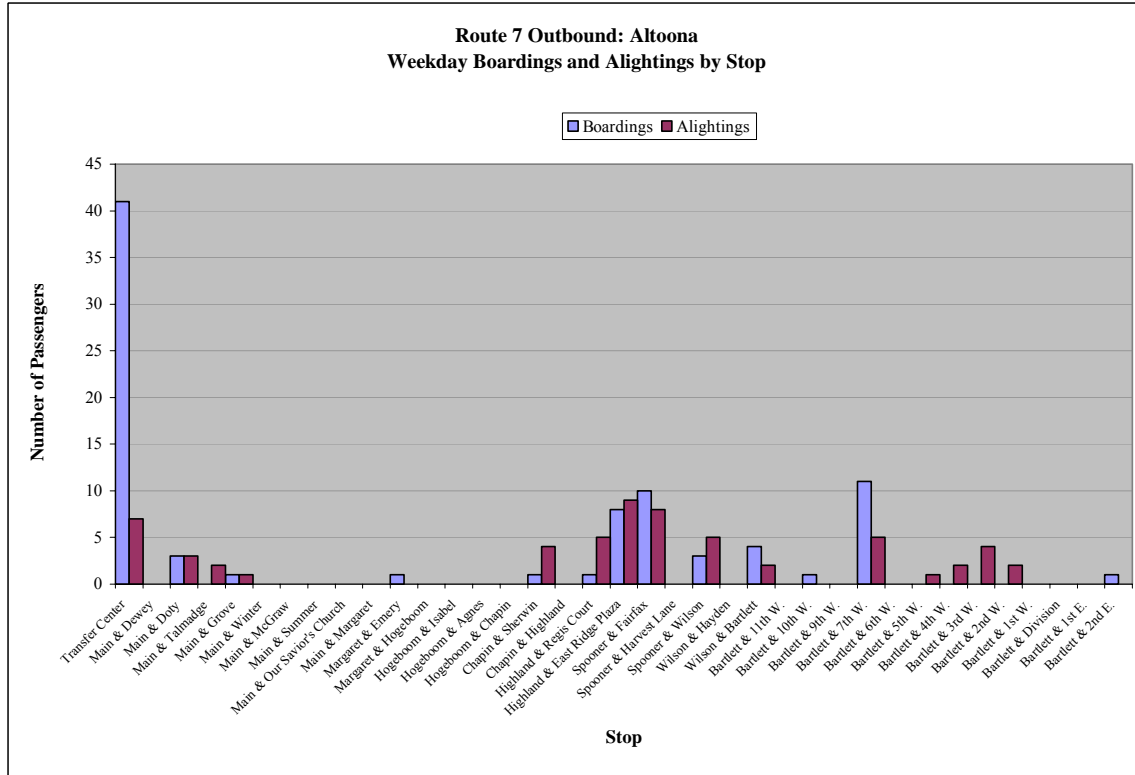
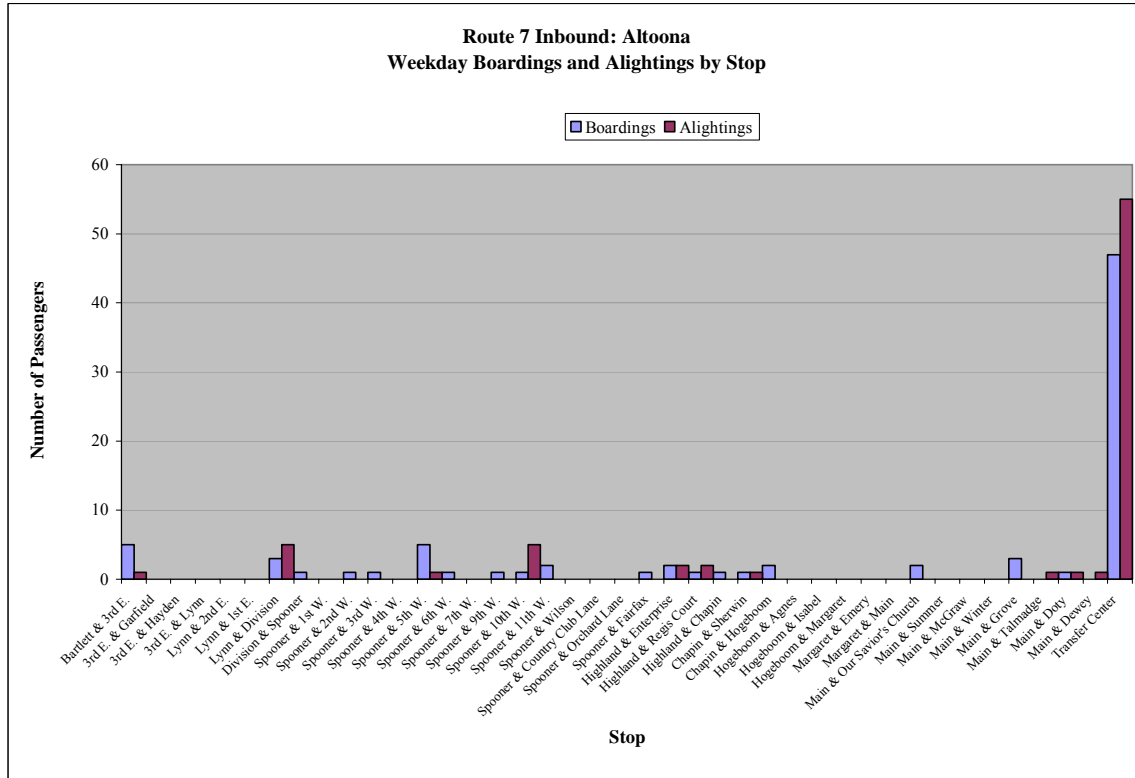
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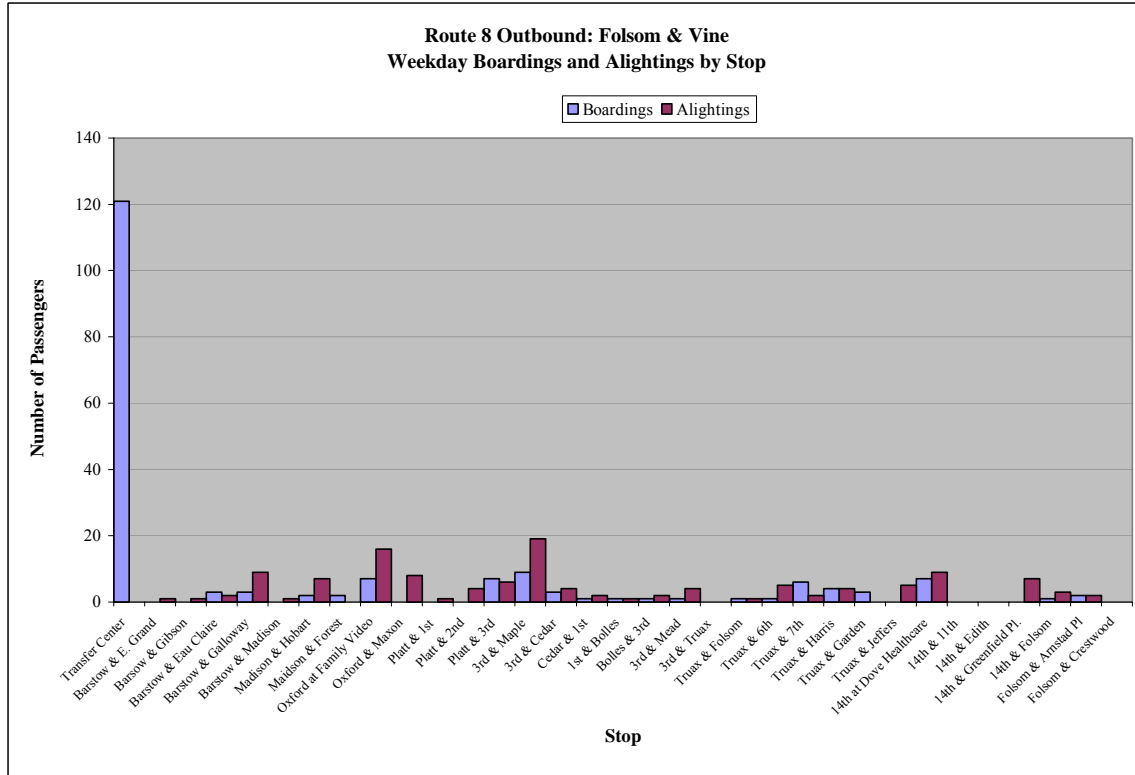
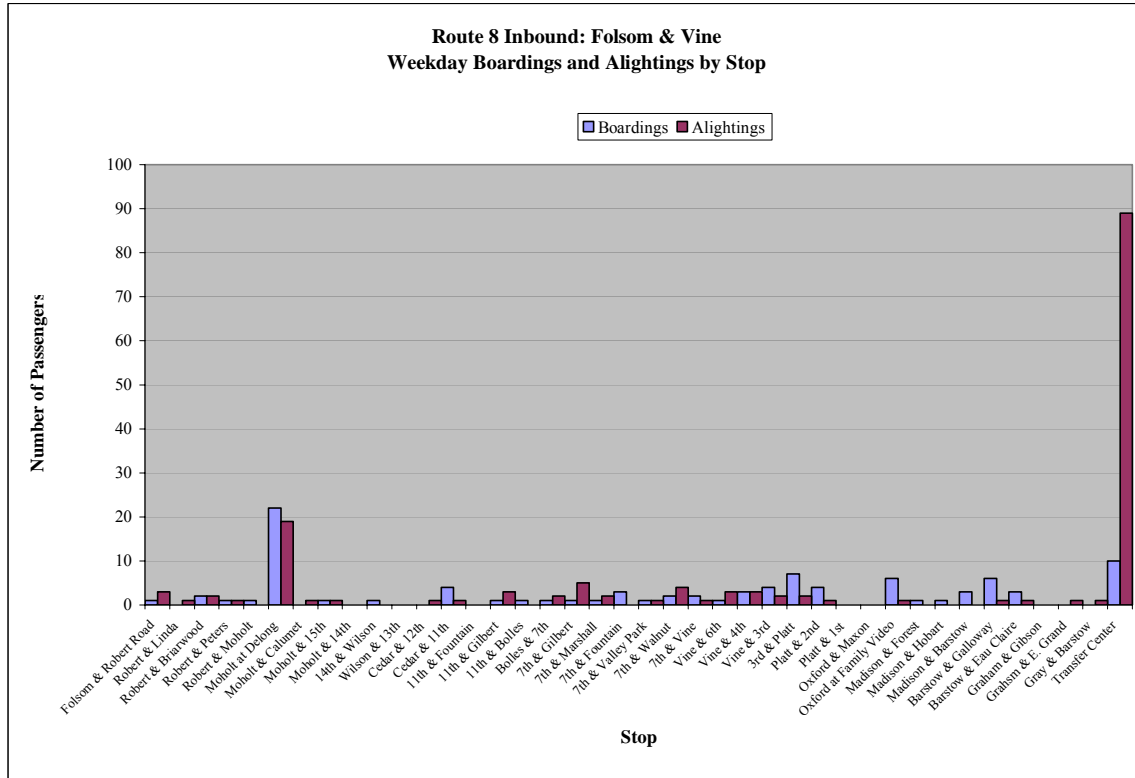
Route 5: Rudolph Road

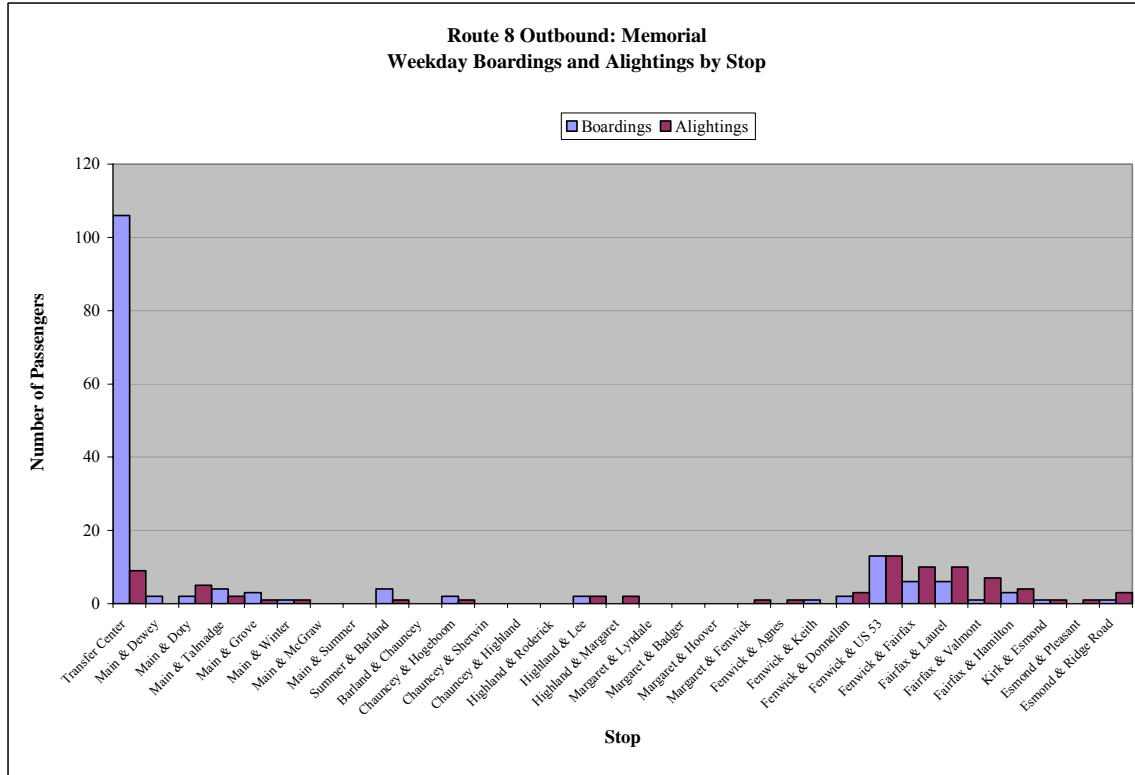
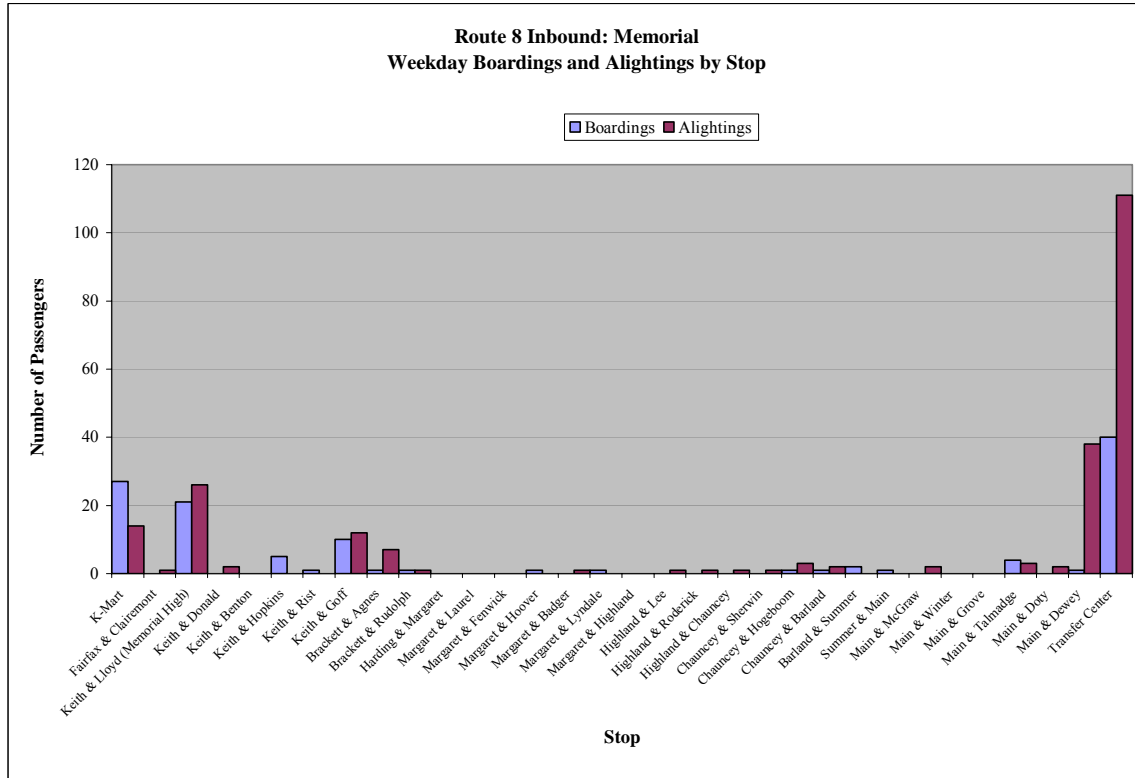
Route 5: West MacArthur

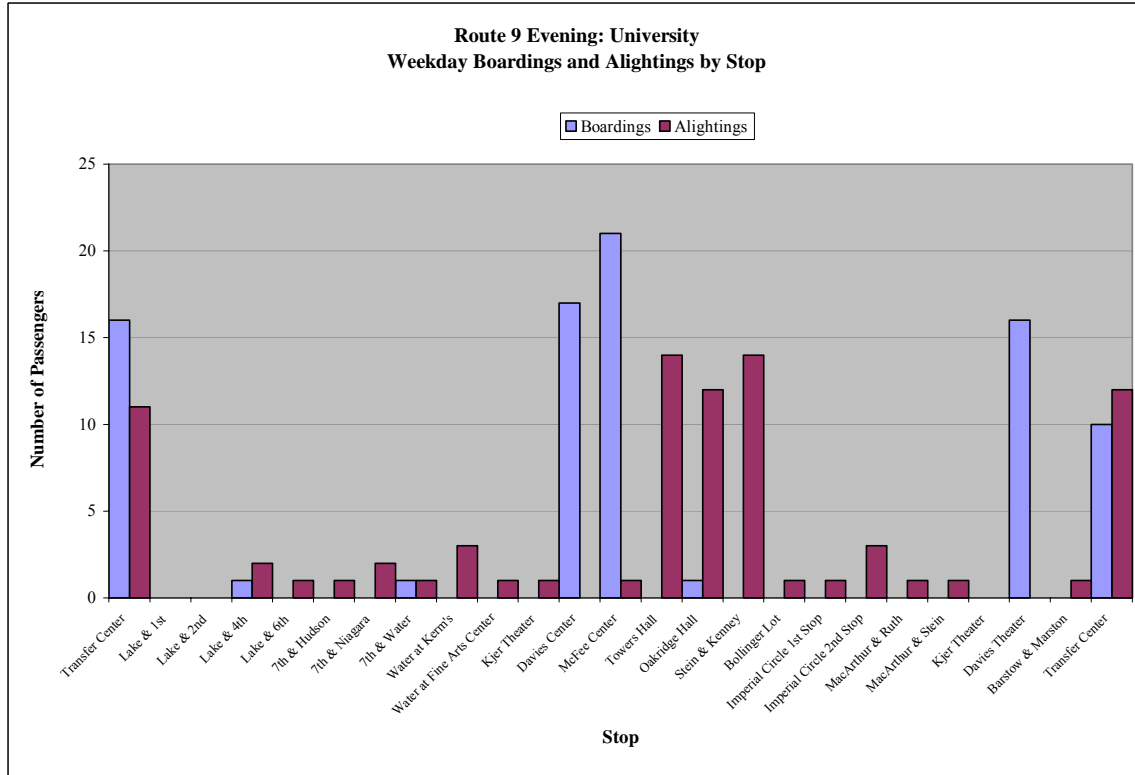
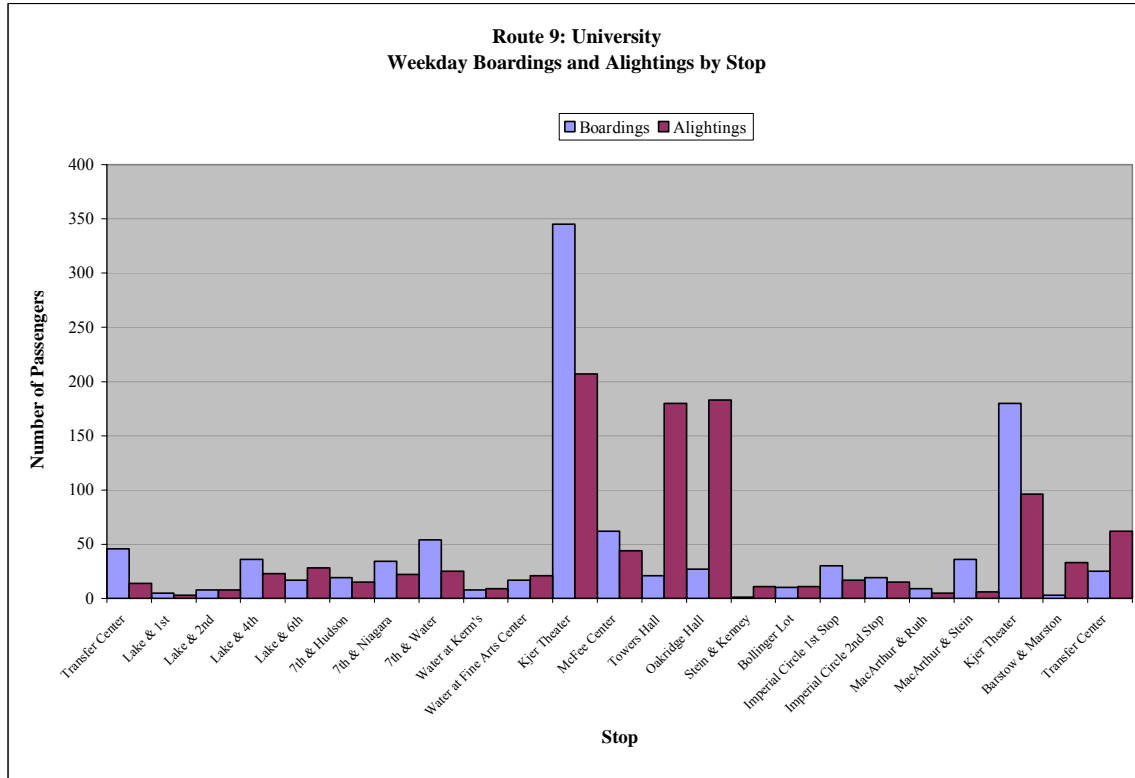
Route 6: Putnam Heights & Malls

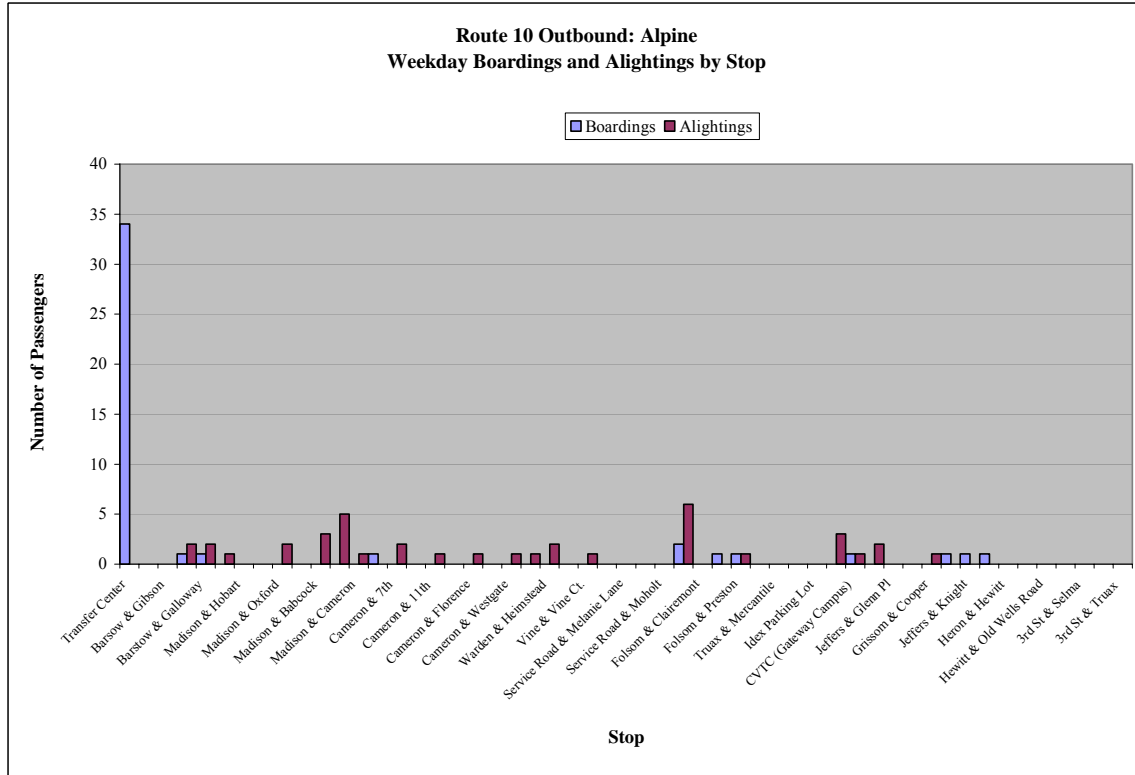
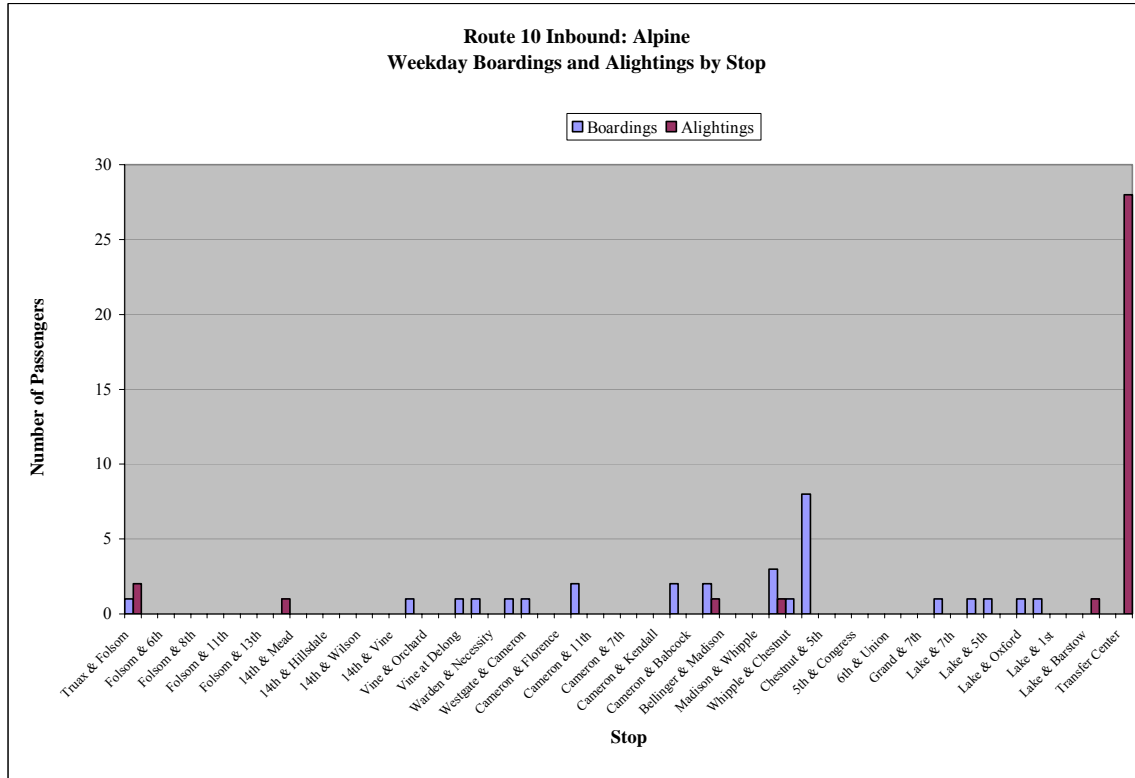
Route 7: West Clairemont

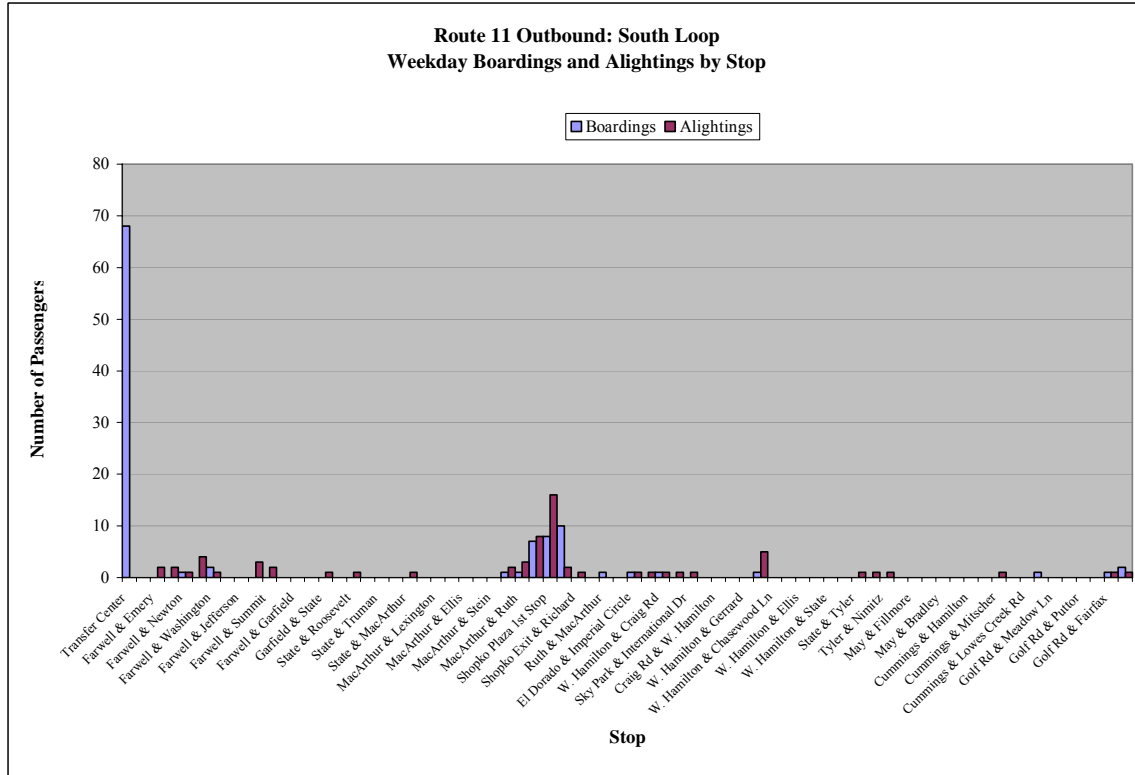
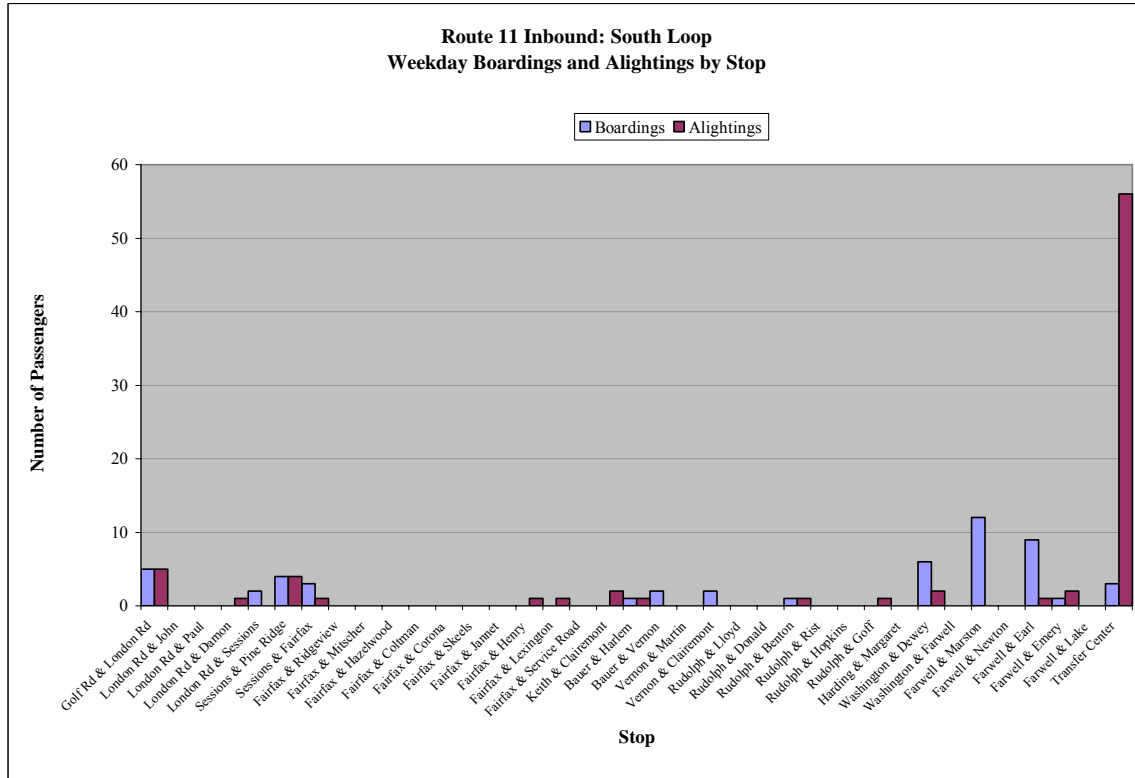
Route 7: Altoona

Route 8: Folsom & Vine

Route 8: Memorial

Route 9: University (Day and Evening)

Route 10: Alpine

Route 11: South Loop

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